



**BUS 400: Internship**

***Report on  
Mango Teleservices'  
Business Development Wing***

**Submitted to:  
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## LETTER OF TRANSMITTAL

28 May 2009

To

Mr. Mahmudul Haq

Academic Supervisor, BUS-400

BRAC University

66 Mohakhali, Dhaka

Subject: For the submission of Internship report.

Dear Sir,

I beg most respectfully to state that I have worked very sincerely for the preparation of this report. I attended Mango office regularly, talked to their officials, took necessary information from different sources, and finally geared up the report. I did not experience much difficulty in course of this exertion.

I, therefore, hope that you would be generous enough to accept this report and oblige me thereby.

Sincerely yours,

*Rubama*  
Rubama Ahmed Niru

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## ACKNOWLEDGEMENT

Today's world is a competitive world. Every walk of life is being complicated. In order to meet the challenges of this 21<sup>st</sup> century there is no alternative of acquiring knowledge as much as possible. But only theoretical knowledge is not adequate. Practical knowledge from the real world situation is more indispensable. In order to gather practical knowledge from the field, my internship in Mango teleservices Limited was very much useful. I have collected my essential experience, knowledge and information from there.

I am tremendously thankful to my course teacher (academic supervisor) Mr. Mahmudul Haq as he assigned me such a wonderful task. His guideline and appreciation was the prime encouragement for my work.

I am also appreciative to the my onsite supervisor, Mr. Sheikh Imtiaz Rahi, Head of Services, Mango Teleservices Limited and all other Mango people for being very much cordial to provide me the essential support.

Above all I am indebted to the almighty for blessing me all kinds of support to prepare the report on time.

Sincerely yours,

Rubama Ahmed Niru

ID: 04304030

BRAC Business School

Program: BBA; BRAC University



## **Executive Summary**

Country's only private International Internet Gateway Operator, Mango Teleservices Limited, started full-fledged operation on August 21, 08 with a vision of bringing Internet to the masses of Bangladesh. During my stay as an intern, I got to see the firm from a nearer avenue. Their commitment, job sharing, trust, support, learning drive, frankness, openness, diversity, generosity, informality, connections, etc amazed me. I performed various small to medium responsibilities there that enriched me with experiences. While working with their Business Development Wing, I found that organization works on that in future which Biz Dev proposes today. A business cannot attain success if the Biz Dev is not operating successfully. Aligning to this fact, a project, 'A Closer Review: Mango Business Development Wing' was conducted aiming to get an overview of Mango Biz Dev, study its functions, personnel's skills & attributes requisites, customers' perceptions & satisfaction levels, scopes & bottlenecks, & recommend on those. Personal observation, experience, interview, survey, information from web, etc subsidized this report but lack of benchmark, information, etc limited its scope to an extent. Biz Dev carries out diverse jobs from creating & managing sales, developing leads & revenue streams, service customization, expanding services available to present customers, managing sales order & monitoring delivery, understanding customer's business challenges & opportunities, customer profiling, negotiation, deal-closing, strategic planning, using organizational processes, traveling, in-house information sharing & coordinating, providing feedback to management & consulting to other departments, coordinating in financial reports preparation, monitoring market & competition, ensuring compliance to regulators, market research, customer-perception survey, networking, maintaining customer relationship, handling account receivables, preparing major contract & official documents, report generating, files & important documents maintenance, etc to assistance in business meetings. Academic & job-specific knowledge, communication & interpersonal skills, negotiation, deal closing, writing, research, information management, coordination & financial skills, learning ability & attitude, strategic thinking, multi-tasking & analytical ability, strong organizational & prioritization skill, time management, emotional intelligence, computer literacy, creativity, comfort with technology, influencing & relation-making ability, sincerity, reliability, patience, tolerance, flexibility, adaptability, good listening, diplomacy, proactive-ness, pleasant persona, confidence, enthusiasm, courage, team performance, leadership quality, motivation, positive-ness, initiation, independence, decisiveness, determination, mobility, management ability, etc are its performance requisites. Mango has been in operation for less than a year. It is very obvious that few bottlenecks prevail there which can be fixed up & many positive stuffs to be harnessed further; e.g. lack of acute divisions in Biz Dev, structured actions, specification in responsibilities, training, systematic learning, customization, internal coordination, evaluation, HR Practices, consistency in information, weak recruitment process, shortage of employees,



reporting to multiple bosses, mixed up methodologies, gender discrimination, job assignment, differences in Management and Managers values, focus on resource management & allocation, excellent team spirit, etc. In a country like ours, a state of art, hi-tech IIG, like Mango, is a wonder. To create wonders as a business entity, it should work relentlessly on its Biz Dev to work out the best possible platform to outperform the rest in the field.

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## Introduction

Mango Teleservices - the first privately owned International Internet gateway of Bangladesh – has been in operation for around a year. For Bangladesh, the concept of an IIG is comparatively new and a lot of people do not know what are the functions and usefulness of an IIG.

An IIG is a gateway for inbound and outbound Internet data traffic to and from a country. It's a bit like an international airport in this regard. Say an Internet user in Bogra types [www.google.com](http://www.google.com) on their browser. Understanding what really happens from this point on is important in understanding the role of an IIG. First the request for this website is forwarded upstream by the Internet Service Provider (ISP) in Bogra through whom the user is getting their Internet connection. This outbound request then goes out of the country through the International Internet Gateway (IIG) to the Google Web server residing abroad. It is the IIG's responsibility to find the most efficient path to this server using its multiple access points – a technique known as Multi-homing - to the Internet.

The same happens when the homepage of Google travels downstream to place itself on the user's browser. The page gets sent to the country through the IIG using the most efficient path which then delivers it to the user through the same ISP they are connected to.

So in short, an IIG takes the onus and worry away from local ISPs in finding the most reliable and efficient path for international Internet traffic.

So how does an IIG really work? What equipments and facilities does it have? How does it do this fairly complicated 'traffic management' in a seemingly easy way? The answer is: through a combination of superfast switches and routers and some fairly snazzy IP traffic engineering. Internet traffic is sorted and routed at three different stages in an IIG. At the *access level*, this is the level where the local ISPs are coming and getting connected to the IIG, you can expect to see a series of switches providing fast connectivity to these *downstream* Service Providers. Then there is the *aggregate level* where all the outbound traffic is policed, shaped and routed to ensure data is trafficked in the most efficient way. Traffic from the aggregate level then moves on to the *core level* from where it joins the superfast data highway of the submarine cable in multiple directions. There is also a backup connectivity to VSAT at the IIG for redundancy purposes.

In Bangladesh's context, the submarine cable is the SEA-ME-WE-4 cable that runs from Singapore to Marseilles, France. Bangladesh got entry into the SEA-ME-WE-4 (South East Asia – Middle East – Western Europe - 4) cable system in the year 2006. You can say that from that point on, the role of an IIG began to be felt and BTCL (Bangladesh Telecommunication Company



Ltd) started its role as an IIG. In the year 2008, Mango Teleservices started its operation as the first private sector IIG in Bangladesh. So in short, Mango and BTCL now shares the load of all Internet traffic going out of and coming into Bangladesh as IIGs.

What else can an IIG do? Well in fact quite a few things. It can facilitate *peering* among ISPs – a process by which ISPs use the IIG as an express and mutual transit point and save, an IIG can also host large content providing sites so that the content provider benefits by spending less as it avoids transit fees it usually has to pay to ISPs and also an IIG can become a Datacentre for all sorts of Internet bound data and services. And of course, IIGs can play additional roles of Online Payment Gateway, Advertising Server, Game Server, Filtering and Gatekeeping quite easily and efficiently if needed. In Bangladesh's context, the country can benefit immensely if e-commerce is given the go-ahead by Bangladesh Bank and IIGs are given the authority to become Online Payment Gateway.

With the availability of fast and reliable submarine cable delivering bandwidth at an ever decreasing price and IIGs like Mango operating with state-of-the-art cutting-edge technology, it is a matter of time before Internet use in Bangladesh picks up and becomes part of our life.

## **Company Profile**

Mango Teleservices Limited is the only private sector International Internet Gateway (IIG) service provider in Bangladesh. Mango Teleservices Limited won the only private sector International internet Gateway (IIG) license through an open auction from Bangladesh Telecommunication Regulatory Commission (License no. BTRC/LL/IIG (6) Mango/2008-1).

Mango Teleservices Limited is a private limited company registered in Bangladesh (with a mandate to become a public limited company (PLC) in three years as per licensing terms). Mango is a fully Bangladeshi owned company established to obtain the IIG license.

Mango is the only mandated private sector International Internet Gateway (IIG) of Bangladesh with access to all present and future submarine cable systems as per the licensing terms & BTRC regulations. As the IIG mango would sell Internet bandwidth to all ISP license holders in Bangladesh (IP transit). According to the ILDTS Policy (2007), ISP license holders will have to buy minimum 45% of their bandwidth from each IIG (Mango & incumbent BTCL). Mango would also facilitate local internet content and applications by creating an environment where connectivity to the internet world will be efficient and cost effective. Mango will also act as the national IX (Internet Exchange) for all ISPs in Bangladesh.

With a world class network, equipment, team and International carrier partners, Mango intends to bring affordable quality internet to the masses of Bangladesh together with all stakeholders, their aim is to CLIC (Connect, Learn, Innovate and Collaborate).

## **History**

Mango Teleservices Limited was founded on October 22, 2007. Mango won the IIG license through an open auction from Bangladesh Telecommunication Regulatory Commission (BTRC) on February 25, 2008. Mango Teleservices Limited started its activities as an IIG on March 1, 2008, in its registered office, 8 Mohakhali C/A (3<sup>rd</sup> floor), Dhaka-1212. It shifted to the corporate office, 82 Mohakhali C/A (12th Floor), Dhaka-1212, on July 1, 2008. All technical set up at the Dhaka IIG were completed on July 20, 2008. For the very first time, bandwidth was commissioned on August 1, 2008. Bangladesh Online Ltd and Prisma Digital Network Ltd. were its first provisioned customers. Formal Inauguration of Mango held at the IIG premises on 21st August, 2008. In the ceremony held at the Dhaka IIG premise on 21st August Wednesday, Special Assistant to the Chief Advisor, Ministry of Post and Telecommunications and Social Welfare, Brigadier General (Retd) M. A. Malek, inaugurated operations of the IIG. BTRC Chairman Major General (Retd) Manzurul Alam, among other distinguished guests, was also present at the ceremony. Chittagong IIG started its activities on October 1, 2008, in its Chittagong regional office, 361/A, Nandan Kanan Paradise Hill, 1st floor, Chittagong. All technical set up at the Chittagong IIG were completed on November 11, 2008. For the very first time, bandwidth was commissioned on December 3, 2008. Global Information Network (BD) Ltd. was its first provisioned customer. Mango was offered the Wimax license on December 3, 2008.

## **Team**

The founders of Mango are outstanding entrepreneurs with excellent track record in Telecom business complimented with their international education & working experience. Mango is setting up its team by gathering the most outstanding talent pool of Bangladesh. They have successfully initiated & achieved reverse migration of Bangladeshi talents. Their top management is coming back to Bangladesh from their overseas carriers (NRB) and they are recruiting the most skilled local engineers and professionals from the market. With the able leadership of the seasoned talents, Mango intends to achieve a level of success, which has never been experienced by any company in Bangladesh.



## **Financial Partners**

In its endeavors, banking support is provided by Prime bank Limited, a leading local private bank in Bangladesh. For future expansion, Mango also has access to banking facility from a consortium of banks (Prime bank & National Bank being in the lead).

## **Technology Partners**

Mango Teleservices has chosen Industry leader Cisco to set up technology backbone for first Private International Internet Gateway Services in Bangladesh. Mango IP transit network is powered by Cisco and Juniper. Cisco (NASDAQ: CSCO) is the worldwide leader in networking that transforms how people connect, communicate and collaborate (<http://www.cisco.com>). Cisco equipment in India is supplied by Cisco Systems International BV, a wholly owned subsidiary of Cisco Systems, Inc.

## **Vision**

Bringing Internet to the masses of Bangladesh

## **Mission**

Provide best quality service and support to customers & bring affordable internet to every doorstep of Bangladesh

## **Objectives**

1. Offer affordable products focusing on customer need
2. Be customer's most trusted partner and working with them to meet the challenges of growth, across and beyond Bangladesh
3. Ensure highest level of service by developing resilient network infrastructure with state of art equipments
4. Ensure 24 x 7 x 365 customer service through support desk, on-line CRM and trouble ticket system
5. Increase market share and eventually be the market leader by gaining competitive edge through highest quality service and superior products
6. Achieving nationwide expansion and ease customer connectivity with Mango



## Services

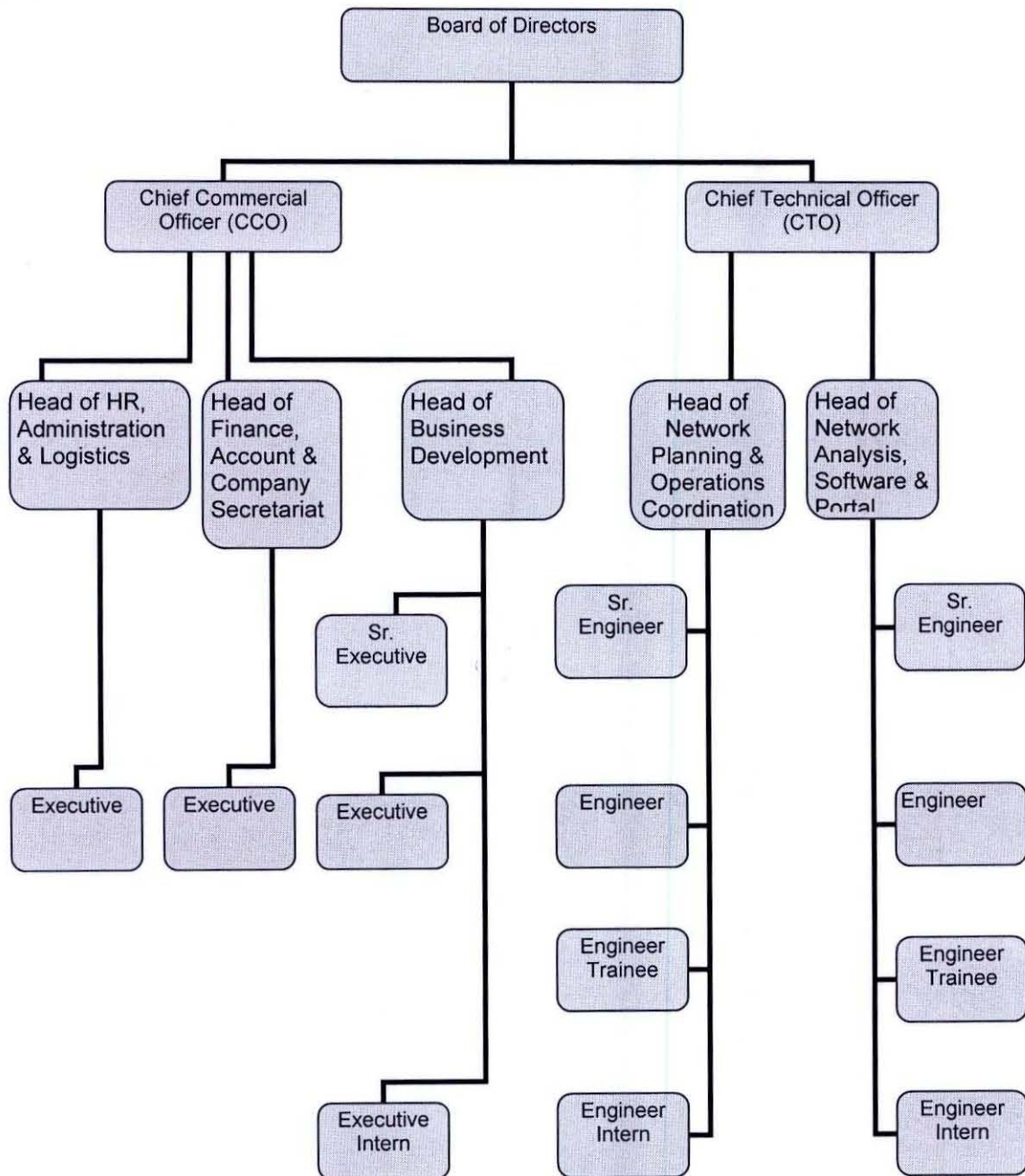
Mango Teleservices Limited is providing the following Services at present:

- IP Transit
  - Submarine Cable IP Bandwidth (SMCIPBW)
  - Satellite IP Bandwidth (SATIPBW)
  - Secured IP Bandwidth (SECIPBW)
- IP Pool Allocation
- Consultancy
- Training

Upcoming Services from Mango Teleservices Limited:

- NIX (National Internet Exchange Service)
- MPLS
- Solution & integration
- Data Center
- Engineering Analysis Service
- Collocation
- Sharing of content, VAS, applications
- Hosting
- Analysis based services
- Solution based services

## ORGANOGRAM



## Departments

Mango has five departments:

- HR, Administration & Logistics Department
- Finance, Account & Company Secretariat Department
- Business Development Department
- Network Planning & Operations Coordination Department
- Network Analysis, Software & Portal Department

HR, Administration & Logistics Department is headed by a manager who reports to the Chief Commercial Officer (CCO). Two executives work under him as well.

Finance, Account & Company Secretariat Department is headed by a manager who reports to the Chief Commercial Officer (CCO). Two executives work under him as well.

Business Development Department is headed by a manager who reports to the Chief Commercial Officer (CCO). Three executives and one senior executive work under him as well.

Network Planning & Operations Coordination Department is headed by a manager who reports to the Chief Technical Officer (CTO). One senior engineer, four engineers, and two engineer trainees work under him as well.

Network Analysis, Software & Portal Department is headed by a manager who reports to the Chief Technical Officer (CTO). One engineer and one engineer trainees work under him as well.

## Mango Management Principle

Mango is to bring affordable Quality Internet to the masses of Bangladesh together with all stakeholders. They aim to CLIC (Connect, Learn, Innovate & Collaborate) and KISS (Keep It Simple & Straight). They are to go through the RIPE (Regular Improvement Program for Engineers) program to develop themselves. Their management principle is based on ISO-9000 standards Quality Management system.

The first management strategy of Mango is to have Quality management system in place as per ISO-9000 guidelines. **Quality management** means what the organization does to fulfill:

- The customers' quality requirements, and
- Applicable regulatory requirements, while aiming to
  - Enhance customer satisfaction



- Achieve continual improvement of its performance in pursuit of these objectives

The main points of Quality Management systems as per ISO-9000 standards are:

1. Quality Management Process
2. Resource Management Process
3. Regulatory Research Process
4. Market Research Process
5. Product Design Process
6. Purchasing Process
7. Production Process
8. Service Provision Process
9. Product Protection Process
10. Customer Needs Assessment Process
11. Customer Communications Process
12. Internal Communications Process
13. Document Control Process
14. Record Keeping Process
15. Planning Process
16. Training Process
17. Internal Audit Process
18. Management Review Process
19. Monitoring and Measuring Process
20. Nonconformance Management Process
21. Continual Improvement Process
22. General Systemic Process

The essence is to understand customer need & cater to that in most effective & proactive manner. Mango intends to do that by utilizing Best Quality equipment, Human resources, training, Service & Quality Assurance System, Client / Customer Care automated System etc.

The best part of ISO is the Non-conformity reporting and analysis. After setting the processes, Mango keeps on auditing the process (for non conformity to the defined process), then reports it and takes corrective measures. This way Mango would always be on top of its activities and the best in the market.

Mango also intends to ensure:

- Cater to LEA needs & national security needs

- Supportive roll to regulator (BTRC) & comply with all regulatory policies

Mango will be open to technological progress & ensure timely updates of their SW & relevant HW. They would use analytical automated management tools. Above all, they would always keep the customer need as their first focus. They will keep on innovating and learning as a team.

It's all about business and business development. From a high-level management angle, business development steps are defined as:



Mango intends to use best resources and take technical & business development support from best companies and advisory support from best analysts and consultants available in the market. Mango would keep themselves up to the world standards by following up with technology updates and best market practices.

Mango believes that whatever they do, they will have to do it as a team and keep the human resources at the top of their agenda. Happy motivated human resources are a company, not the dumb equipment or the license. Mango intends to do wonders as a team and move on with full vigor. Their motto is: 'the new Era is about to begin. We will invent the future of Bangladesh from Mango'.

## Job as an Intern

### ➤ Nature of the job

- My job as an intern in the Mango Business Development Department was similar to that of a junior Business Development Executive. The company, according to its organogram, terms these interns as executive interns.

### ➤ Specific responsibilities

During my tenure as an intern there, I had the following responsibilities:

- **Invoice making:** I used to prepare bundles of invoices according to their given instructions and specifications.
- **Data entry:** I used to input data in the system; CRM, Mango Wiki, etc, different excel sheets, reports, etc.
- **Emailing and Email Draft Writing:** I used to email the scanned invoice copy to the customers. I would also email for payment reminder. Furthermore, I used to email different bodied on behalf of them as well as write different email drafts.
- **Telephoning:** I took part in a telephone canvassing for their VSAT sale. I was also included in the campaign for call centers. I would call the target market and provide the primary brief, collect contact info, seek appointments, etc. I used to phone their customers for payment collection as well.
- **Taking notes and preparing meeting minutes:** I used to take notes in their executive meetings and prepare meeting minutes on that. Moreover, I used to take note from my onsite supervisor and compile those accordingly (sometimes in report format, or as a to-do list and likewise).
- **Providing personal assistance:** I used to work as a personal assistant of my onsite supervisor often. Maintaining records of his appointments, schedules, assignments, conducted activities, arranging office transport for him from Mango Admin, accompanying him in different business meetings, etc were also part of my responsibilities.
- **Receiving the office phones:** Mango still does not have the PABX system or a telephone operator. Interns perform the job of an operator; e.g. mostly they receive the desk phones (two PSTN lines are there).
- **Picking and dropping important documents:** I used to pick and drop important documents from and at different organizations and offices.
- **Filing:** I used to create file for new ISPs, put the papers there, etc.
- **Scanning:** I used to scan loads of documents (invoices, letters, legal papers, notices, reports, etc) almost daily.



- **Printing:** I used to do printing as well. They would give me the soft copies of the documents. I would print and keep them accordingly.
- **Photocopying:** Interns have to do some photocopying as well. So I did.
- **Sealing:** the company seal, Managing Director's seal, CTO's seal, etc to be put in different and large no of documents. Interns have to do those sealing as well. So I did.
- **Stapling:** Interns are given lots of untied documents to be stapled. I also did that.
- **Couriering:** Interns would arrange to send different documents (Invoice, Mushok, Payment Statement, Offer Letter, Quotation, etc) to different bodies via courier. I also did that.

➤ **Different aspects of job performance**

The job has taught me many things. I got to have an essence of the corporate culture for the first time. I got to observe how a company runs. My financial skills, data entry skills, writing skills, communication skills, marketing skills, assisting skills, etc, have improved even further.

I had following aspects to perform in:

- Following instructions
- Punctuality
- Attitude towards work
- Self-motivation and initiation
- Dress up
- Writing skill
- Financial skills
- Data entry skills
- Communication skills
- Marketing skills
- Assisting skills
- Accuracy and error free work
- Flexibility
- Problem facing and solving
- Interpersonal skills
- Understanding of business practices

➤ **Critical Observation and Recommendation**

During my entire stay in Mango, I have observed so many positive and few adverse practices there. Enlisting some of them below:

- **Job sharing:** Whether it is in someone's job responsibilities or not, Mango employees lend hand whenever require to any other peer which is very admiring in a corporate context.
- **Trust and support:** Mango employees bestow trust, respect and support to their peers.
- **Responsibility and accountability:** Employees' responsibilities are yet not defined well for all the departments. Therefore, accountability is also not clear. Thus confusions and conflicts are created sometimes.
- **Learn and help others learn:** Mango employees have a very commendable learning attitude and they help others also to learn.
- **Honesty, frankness, openness and open communication:** Mango does not maintain hierarchy. They foster frankness and open communication. They are open to others suggestions and criticism. They are honest in their works and intentions.
- **Commitment:** Most of the Mango employees are with the firm from the very beginning. They are very much committed to the company and their dedication to work is like a personal devotion.
- **Diversity:** Mango has a diverse workforce; e.g. of different ages (24-50 years old), academic and social backgrounds (Electrical Engineers, Computer Engineers, Software Engineers, Petroleum Engineers, Chartered Accountants, Business Graduates, Masters in Social Science, etc), employees in different pay scales, etc. Still, they are very much unified.
- **Generosity:** Mango people are very generous and welcoming.
- **Team spirit:** Mango has a splendid team spirit and it helps the company operate and grow a lot.
- **Very informal:** Mango pursues a very informal culture.
- **Connection at a personal level:** Mango people have wonderful connections among them and it seems to be, sometimes, at a personal level.

***Project: 'A Closer Review:  
Mango Business Development Wing'***



## Summary

Organization works on that in future which Business Development Wing proposes today. A business cannot attain success if the Biz Dev is not operating successfully. Aligning to this fact, the project, 'A Closer Review: Mango Business Development Wing' was conducted aiming to get an overview of Mango Biz Dev, study its functions, personnel's skills & attributes requisites, customers' perceptions & satisfaction levels, scopes & bottlenecks, & recommend on those. Personal observation, experience, interview, survey, information from web, etc subsidized this report but lack of benchmark, information, etc limited its scope to an extent. Biz Dev carries out diverse jobs from creating & managing sales, developing leads & revenue streams, service customization, expanding services available to present customers, managing sales order & monitoring delivery, understanding customer's business challenges & opportunities, customer profiling, negotiation, deal-closing, strategic planning, using organizational processes, traveling, in-house information sharing & coordinating, providing feedback to management & consulting to other departments, coordinating in financial reports preparation, monitoring market & competition, ensuring compliance to regulators, market research, customer-perception survey, networking, maintaining customer relationship, handling account receivables, preparing major contract & official documents, report generating, files & important documents maintenance, etc to assistance in business meetings. Academic & job-specific knowledge, communication & interpersonal skills, negotiation, deal closing, writing, research, information management, coordination & financial skills, learning ability & attitude, strategic thinking, multi-tasking & analytical ability, strong organizational & prioritization skill, time management, emotional intelligence, computer literacy, creativity, comfort with technology, influencing & relation-making ability, sincerity, reliability, patience, tolerance, flexibility, adaptability, good listening, diplomacy, proactive-ness, pleasant persona, confidence, enthusiasm, courage, team performance, leadership quality, motivation, positive-ness, initiation, independence, decisiveness, determination, mobility, management ability, etc are its performance requisites. Mango has been in operation for less than a year. It is very obvious that few bottlenecks prevail there which can be fixed up & many positive stuffs to be harnessed further; e.g. lack of acute divisions in Biz Dev, structured actions, specification in responsibilities, training, systematic learning, customization, internal coordination, evaluation, HR Practices, consistency in information, weak recruitment process, shortage of employees, reporting to multiple bosses, mixed up methodologies, gender discrimination, job assignment, differences in Management and Managers values, focus on resource management & allocation, excellent team spirit, etc. In a country like ours, a state of art, hi-tech IIG, like Mango, is a wonder. To create wonders as a business entity, it should work relentlessly on its Biz Dev to work out the best possible platform to outperform the rest in the field.

## Project Description

The project title, 'Mango Business Development Wing: A Closer Review'. The aims behind conducting the project, methodology of progressing it and the limitations are jotted down below:

### ➤ Objective of the project

- To learn:
  - Mango Business Development's segments, initial thought, mantra, future strategy, achievements, challenges, contingency plan, etc
- To study:
  - Mango Business Development's functions with illustration and concerned personnel's required skills and attributes
  - Customers' perceptions and satisfaction levels of Mango Business Development
- To prepare:
  - A formal job description and responsibilities document
- To depict Mango Business Development's Scope and bottlenecks and recommend on those

### ➤ Methodology

- **Personal observation and experience while working as an intern:** During my stay in Mango as an intern, I have observed and experienced how they work, their culture, norms, procedures. Those insights were helpful in doing this project.
- **Interviewing Mango personnel:** I have interviewed few Mango personnel for the preparation of this report.
- **Customer survey via questionnaires:** Via an online customer survey, I have gained customers' perception of Mango Business Development that facilitated preparing this report a lot.
- **Secondary data sources; information from web:** Different websites were also studied to prepare this report.

### ➤ Limitations

- **Lack of benchmark:** There are only two IIG in the country; BTCL and Mango. Mango is the private one. BTCL is a public company and operates as an IIG, IGW and ICX at the same time. Moreover, the operational and commercial pattern of both the IIG is very different. For example, Mango has



a very strong business development wing whereas BTCL does not any department in that title or manner. Most of the Mango documentation are done online whereas BTCL's are paper-based. Again, knowledge of IIG's of other countries could not be availed. So, there were hardly any scopes of comparison as well as setting the standard.

- **Confidentiality:** Mango did not reveal many of its internal data because of its confidentiality.
- **Lack of information:** BTCL's internal data could not be found as no interview could have been arranged of their officials.
- **Skill:** If I had an advance research skill, it could have helped the project preparation even more.
- **Time:** Time was an important factor in here. If there were even more time, it would have been even better, more thorough and scrutinized.



## ***Chapter 1. Theoretical Review: Business Development***

Business development is a combination of strategic analysis, marketing, and sales. Business development (or "biz dev") professionals can be involved in everything from the development of their employers' products and services, to the creation of marketing strategies, to the generation of sales leads, to negotiating and closing deals.

The job of the business development professional is typically to identify new business opportunities—whether that means new markets, new partnerships with other businesses, new ways to reach existing markets, or new product or service offerings to better meet the needs of existing markets—and then to go out and exploit those opportunities to bring in more revenue.

Since the field is a cousin of marketing and sales, even when an organization doesn't have a stand-alone business development department or employees with the phrase "biz dev" in their job titles, you can bet that folks in sales and/or marketing are handling business development responsibilities. You can find biz dev jobs in all industries—at everything from tech startups to huge pharmaceutical companies. What the work entails, exactly, depends on how big a company is and what industry it's in.

The first aspect of the business development professional's job is typically to identify new business opportunities. This means several things, in terms of what you'll do. First, you'll need to stay abreast of what's happening in your industry—what your competitors are up to in terms of products and service offerings, pricing, marketing strategies, and so on. Second, you'll need to make sure you understand what your company is up to on an ongoing basis—to understand your company's strategy, how your company compares to its competitors, and how it's perceived in the marketplace. Third, you'll need to understand the market for your company's offerings—who comprises it, and how it may be changing.

Next, as a business development professional, you'll need to think creatively about everything you know about your company. This is the part of the job in which you identify possible ways to improve your company's sales, which can mean identifying anything from new market segments (or individual potential clients), to new sales channels to sell through, to other, related products or services in the marketplace with which your company's products or services can be combined into synergistic, "co-branded" offerings.

The next part of the job is prioritizing the new business opportunities you've identified. To do this, you'll need to compare the potential returns of each new opportunity to the costs your company would incur to exploit it. Which means spreadsheets—lots of spreadsheets.



Finally, you have to bring the new opportunities you've identified and prioritized to fruition. In other words, you'll be negotiating with those at other organizations who can help you take advantage of the opportunities you've identified. And, if you're good at what you do, you'll be closing deals with those other organizations to increase your company's bottom line.

One thing you'd probably be doing as part of a biz dev career at an enterprise software company, for instance, is identifying and signing partnership deals with IT consulting firms that implement enterprise software for their clients—deals that will give those firms you partner with a cut of your company's revenue from any new sales of your software that they can bring in. Or, say you're in biz dev at a big publishing company that's looking to deliver a new, younger market to its advertisers; in this case, you might be involved in acquiring a smaller publisher that already has expertise in marketing to a younger audience, as well as established distribution channels for getting products to that market.

Business development involves varying degrees of sales and strategy. In some companies, biz dev people may focus on getting new corporate sales accounts, while in others they may lead new product development. At larger companies such as Oracle, Cisco, or Microsoft, one of biz dev's many responsibilities may be to decide which smaller companies the company should acquire next to ensure that it retains its market strength in the future.

Working in business development is an excellent way to become adept at business strategy while gaining hands-on experience in negotiating deals and managing partner relationships. Business development jobs are also highly cross-functional, requiring close collaboration with various internal and partner-company teams such as sales, engineering, and marketing to ensure that a deal is consummated. With its focus on strategy, biz dev steers the direction of a company—the deals forged today determine what the rest of the company will be working on tomorrow.

You'll need strong business acumen to do well in a business development career. To understand the competitive landscape, you'll need strong research skills. To analyze new business opportunities to pursue, you'll need excellent quantitative and analytical skills. To negotiate with other companies you might potentially do business with, you'll need excellent people and communication skills. And, of course, to close deals, you'll need the killer deal-closing instincts possessed by the best sales types.

If you're interested in business but don't want to go the traditional route of working for a consulting or investment banking firm or getting an MBA, biz dev may be a good alternative. The best way to get into business development is by first gaining experience in finance or corporate sales. The minimum degree requirement for an entry-level position in business development is a BA or BS.



For more senior positions, an MBA is often preferred, along with five or more years of previous business development or sales experience.

Business development positions at high-tech companies may require a technical background, or sales experience in a related field. Strategic-planning or corporate-development positions usually require a minimum of two years' experience in investment banking or consulting.

Networking with friends or alumni will give you an advantage getting your foot in the door. If you're asked in for an interview, be ready to demonstrate your knowledge of the company's business and show that you're familiar with its competitive landscape. Be sure to play up any experience you have in closing deals or managing relationships. And remember that recruiters will be seeking a keen eye for detail, solid communication skills, and analytical ability.

In the long term, business development opportunities should grow, especially in expanding industries such as pharmaceuticals & biotech and technology. The growth in business development careers is being driven by a variety of factors. For one thing, businesses are doing more and more on the Web, meaning there are more and more opportunities for alliances, partnerships, and other business activities between and among companies doing business on the Web, Internet companies, and Internet services companies. At the same time, there's a growing need for biz dev types to seek out and close business deals in new markets. And as companies increasingly strip themselves down to only their core components, they rely on business development to do the deals that allow them to outsource non-core business functions.

Recently, job seekers looking for biz dev positions have found themselves in an extremely tight market. But as the economy improves, we're already seeing growth in biz dev career opportunities.

Those with an aptitude for landing and structuring deals—lawyers, for instance, or investment bankers—have the best shot at landing plum business development jobs.

In order of increasing sophistication, the three overlapping layers within business development are sales, partnerships, and strategic planning. Most biz dev jobs blend all three, although one area may be emphasized.

At some companies, business development might be better described as business-to-business sales. In many cases, the business development team and the sales team are one and the same. 'Cold calling' or prospecting for potential clients, members, or partners is often a task that falls to entry-level biz dev employees. These employees often have to hone their own sales pitch to convince other companies that a partnership would add value to their businesses.

As in traditional sales jobs, there's often an account-management aspect to business development—coordinating a variety of partner relationships and deal types, each at a different stage.

Companies of all sizes in all industries are building their businesses around partnerships—and it is business development's responsibility to initiate and manage such relationships.

Often the biggest challenge facing business developers is negotiating the terms of partnership deals. Getting another company interested in a partnership is just the beginning—drafting a contract and negotiating its terms is a process that can drag on for months.

Once both parties sign the contract, business development must work with other teams in a company (e.g., product management, marketing, and operations) to oversee the successful meeting of the terms of the partnership.

Some business development jobs aren't called that at all. Instead, they're called "strategic planning" or sometimes "corporate development." Strategic planning jobs are found mostly at large, established companies seeking to expand and diversify their business. Just like management consultants, strategic planners spend a lot of time thinking about top-level strategy issues such as what new business activities their company should pursue, how it should position itself and market those activities, and which technologies it should invest in.

At some companies, strategic planning may be carried out by the corporate finance department. In such cases, biz dev jobs may resemble investment-banking functions such as mergers and acquisitions. For instance, if a company wants to acquire a new business unit, strategic planning may analyze the market to find a suitable business to acquire, determine an appropriate asking price for the company, and follow through with the negotiation process.

If the acquisition takes place, strategic planning may help integrate the two companies. This task may be as simple as processing a stack of paperwork or as complex as relocating and reorganizing the activities and personnel of the two companies.

Strategic planning may also involve institutional investment—that is, parceling out the company's money to fund outside startups. In this way, strategic planning can be a bit like working in the venture capital industry. For instance, when high-tech companies invest in high-tech startups, strategic planners may perform due diligence on potential partners, determine how much to invest in a particular venture, and negotiate a stake in a company.

## ***Chapter 2. Mango Business Development: An Overview***



The organization works on that in future which Biz Dev (Business Development Wing) proposes today. Via its market research, customized, customer-focused product development, market observation, clientele generation, etc it provides the whole company the next project to be worked with. Whichever service a corporation offers, it is the ultimate Biz Dev who sells it out. So, in other way around, the course begins as well as ends with the Biz Dev wing. They not only exist in these two extreme points, rather facilitate the whole process in different levels by direct or/and indirect involvements.

The core functions of Mango Business Development Department could be summarized as:

- **Market research & Product development**
- **Branding of company & products**
- **Product sales & Market share assurance**
- **Customer relationship management and need assessment**

The **initial Business Development thought** of the company was: Biz Dev (Business Development Wing) would assess market, develop products and services as per market need, develop sales strategies, establish brand and will continuously monitor the market. They will pass over the market information to other work groups. They will also train the technical group Quality Section on sales techniques and marketing strategies. They will work hand in hand with Finance and technical group for product development.

**Biz Dev Mantra** is: Listen to customers; satisfy their needs with innovative and quality service. CLIC with service Quality:

- **Connect:** Get all information from web, direct sourcing, and secondary sources
- **Learn:** Read, understand, talk, discuss and learn the essence of customer & product
- **Innovate:** Come up with innovative products and approaches
- **Collaborate:** with customer and internal team

Which will result in attaining customer satisfaction and therefore, more sales, increased market share, and thus, achieving growth in business. In short:

End Result: Happy satisfied customer and business growth.

Mango's **future business development strategy** is: They would always try their best to be the market leader by introducing new and innovative services. They would ensure that by proper research, customer care and client need assessments.

Mango's **unique business development weapon** for future is: they will have total statistical information of all data passing through them. They will know who is sending to whom and what are they sending. This database will be their main asset for future business development.

**Biz Dev's Achievements:** Mango Biz Dev has created a substantial customer base within few months of its operation. By far, Mango Biz Dev has been credited for some magnificent accomplishments, like branding of the company and its products, creating sales and generating revenue, building and maintaining strong relationship with the customers, market research, seeking scopes for new and innovative product development, targeting new market segments and addressing them (Call Centers), working for company's business diversification (Wimax Operator), etc.

At a glance, the achievements are:

- **Branding:** in very short period of time, Mango Biz Dev has performed a strong branding of the company and its product in the industry.
- **Total Live Clients:** From biggest performers like Grameen Phone, BRACNet, Citycell, Link-3, BDCOM Online to mid and small ISPs, in total Mango has around sixty live customers, which is almost 40% of the total no of ISPs, in less than a year. All the mobile phone operators and PSTN providers are Mango's live clients.
- **Total Signed up Clients:** Mango Biz Dev has achieved almost 80% 'customer sign-up' success in the first five months of its operation. Even those ISPs, who yet could/did not start subscribing from Mango, have filled up the PIF (Preliminary Information Form) with Mango and carried out basic formalities, and thus, have signed up with Mango.
- **Total Sales:** Mango has experienced an upward turn in its sale curve from the beginning and at present, it sells around 600 Mbps per month.
- **Customer Relationship:** Mango Biz Dev has already established a strong business relationship with its live as well as potential clients. Mango has assigned dedicated Biz Dev executives for all its actual and potential customers and cultivated and fostering a cooperative, value-generating, business relationship with its customers, which is very rare in the country, in a very short period of time.
- **Market Access:** Mango Biz Dev has, at first, accessed the ISPs, PSTN Operators and Mobile Phone Operators generating the first customer base for the IIG. Now, they have started bringing in the Call Centers as well as the Wimax Operators.
- **Business Diversification:** Mango is working on different diversified projects as well like NIX, Wimax, Data Center, etc.



**Biz Dev's Challenges:** Mango Biz Dev has the following challenges at present-

- **Market Share Increase:** According to the ILDTS Policy, 2007, each IIG is supposed to secure minimum 45% of the total market share. However, in reality, due to many reasons, it has not been the scenario. Mango is, therefore, striving to ensure not only the 45%, rather 55% of the total market share.
- **Penetrate into New Markets:** Mango has already stepped into the new market segments; e.g. Wimax Operators, Call Centers, etc beyond its typical customer base. However, it will have keep working to find out and touch other customer bases as well.
- **Product development:** Mango is mostly selling IP Bandwidth and IP Pool at present. It will have come up with other products, which they have planned to, in the market soon.
- **Geographic Expansion:** Mango is currently operating in only Dhaka and Chittagong cities. It will have to expand its geographical coverage and reach to the doorsteps of its customers countrywide.
- **Branding:** Mango is a strong brand name in its industry. However, it will have to emerge as a leading brand nationwide. It is not yet a known brand among the general public. Even though, it's a B2B company, branding would help it to diversify its business; e.g. if they start its journey as a Wimax operator, which is a retail business, unlike an IIG, branding will be a key succeeding factor then. Therefore, Mango will have to take itself as a strong brand to a broader arena.

**Biz Dev's Contingency Plan:** For a changed market scenario at any time, Mango Biz Dev has been ready always. Potential scenarios could be:

- Traffic volume may decrease
- Rates may change (decrease)
- Regulation may change
- SLA expectation may change

Mango is ready for each of the above incidents. If the market dynamics changes then they would not try to fight them, instead they would come up with innovative new product & services to complement their revenue stream. They are having a strong research and business development team for this purpose. They also believe that in extreme cases they would get supportive roll from their vendors and other stakeholders.



Biz Dev is a very much significant wing of the organization. The business cannot attain success if the Biz Dev is not operating successfully. This is why it is of utmost importance that Biz Dev gets to work out the best possible platform to outperform the rest in the field. To ensure this height, it is a must that the functions of Biz Dev are well defined so as the knowledge, skills, attributes and abilities the team requires to have. In the next segments of this paper, therefore, the Biz Dev functions, required skills and attributes, and finally, the customers' (which they mostly deal with) appraisals of its performance will be discussed successively.

### ***Chapter 3. Mango Business Development: Functions***

1. **Creating and managing sales:** Biz Dev gets to Identify, develop and win new sales opportunities. Sales opportunities to be dragged in two ways:
  - **'New' Opportunities from Within 'Old' Accounts:** it is said that It costs approximately ten times as much, to first locate and then sell to a new customer as it does an existing one. Although these costs are rarely reflected in the cost of sales, it is essential that Biz Dev fully develop their existing accounts working upwards, downwards and sideways, thus making the most of the excellent reputation the company have developed already. Most corporate accounts have several divisions, departments and sites. For example, there are ISPs who operate in different divisions; Dhaka, Chittagong, Sylhet etc. Biz Dev to ensure the customer who subscribes from us in Dhaka, consumes from us in other divisions and cities as well. In a company, there can be joint decision makers from different wings; Head of Finance, Chief Technical Officer, Procurement Manager, etc. Again, many ISPs have number of NOCs (Network Operation Center); in Gulshan, Dhanmondi, Uttara, etc. Biz Dev have to ensure that they have exhausted every possible avenue.
  - **Developing New Opportunities:** Via BTRC website's regular updates, it is possible to find out, which new ISPs enter the industry obtaining ISP license. Thus, Biz Dev can find out new opportunities. However, Biz Dev's market development functions does not limit to this extent. Developing new opportunities like IP sale, consultancy, training, and most significantly, the Wimax is the example. There are many sources to identify potential clients; e.g. internal and external references, industry analysis, market research, information from the regulatory bodies; BTRC, govt.'s planning, etc. Utilizing company database, consulting with business associates and networking act as a weapon in develop prospective customers. At the very initial phase, Mango used the BTCL Consumption list to categorize market prioritywise. Obviously, the industry dominators happened to be its target. While contacting a niche target market, a group of 12 potential customers (ISPs plus Cyber café license holders), Biz Dev got to find out the root; a single ISP which is the vendor as well decision maker of this group. So, Biz Dev approached to this respective ISP and thus, addressed the whole lot. Sometimes it happens that even after long and huge effort, contact cannot be established with a particular target. In such cases, sometimes, another third party customer lends hand and aid in business connectivity. For example, once an ISPs Managing Director could not be available in any calls or via emails. Biz Dev was striving to get an appointment. In that point, another ISP's Chief Executive Officer, who was his friend provided the Biz Dev with his contact number and allowed to use his reference while contacting. So, by utilizing



different internal and external database, established network, consulting with business associates, etc prospective customers can be developed. There are a number of ways in which Biz Dev targets new opportunities e.g. direct mail, telephone canvassing, exhibitions like, seminars, email campaigns, referrals (of customers, other stakeholders, etc), advertising (like Mango logo printed, T-shirt distribution among school kids in Rajshahi), etc.

2. **Developing new lead sources and revenue streams:** Biz Dev to generate new sales leads and thus revenue streams as revenue follows sales. Previously, only ISP license holders were Mango's major customers. However, Wimax Operators, Call Centers and related service providers are going to be IIG's another significant customers soon. Hence, Biz Dev gets to plan for these potential clients urgently to take the lead. There were ISPs who did not connect to Mango due to distant-POP earlier. When the POP nearest to them gets ready, Biz Dev gets to bring them in. for example, the second Mango POP in Dhaka city (Dhanmondi POP) is supposed to be ready within June. So, Biz Dev to start Knocking them from now as they will also require time to downgrade from their existing upstream to connect with Mango. Mango is currently focusing a lot on VSAT sales boosting up. Therefore, Biz Dev has targeted and approached potential clientele accordingly. Among them, there were some ISPs who said that they could not downgrade from their existing upstream before a certain period and consequently could not subscribe from Mango. Suppose, the period the quoted is three months. After each month from that point, Biz Dev to knock the client. Clients may or may not want to buy. Biz Dev has to subsequently follow them up without pestering the client. Biz Dev to work on it for these three months long and convince them to downgrade from existing upstream and subscribe from Mango.
3. **Service Customization:** Understanding the requirements of the clients & positioning an appropriate solution is a key responsibility of Biz Dev. Here the approach is: 'welcome the customers and take ownership for their needs'. For example, initially Mango had only SMCIPBW & SATIPBW services. Via its market survey, it got to find out that there are ISPs who requires V-SAT only as a backup but do not afford a purchase. Considering this, Mango developed its third IPBW product; SECIPBW service & offered to the market. Many small ISPs, who used to subscribe from other big ISPs, when came to Mango; an IIG, were having difficulties in technical set up. Mango support team helped them in machine installation, etc via knowledge and consultancy. However, Biz dev team had to arrange such things as customers contact them directly. They then communicate to the company support team and make the process work. However, they follow up the process

and take feedbacks from both the ends. When a client requests for service downgrade, Biz Dev confronts them, try to learn in detail the reason and the scenario behind it; for example, suppose an ISP is losing one of its big customers. In this case, its sale will diminish and therefore, they will be downgrading consumption from its upstream, Mango. Biz Dev talks to them, sees whether any assistance to resist the occurrence can be provided or not, etc. Mango also help build customer's business plan if they request. As per Mango service order agreement, Mango is not supposed to generate any billing copy to its customers. As a result, previously Mango was not used to send invoices. But due to client's requirement, they provide it now. Usually, a PDF copy of the invoice is emailed with a certain interval from the last date of payment. Invoice hardcopy and Mushok (VAT Chalan) is given during the payment. Customer sends the payment to Mango. Still, when to send the Mushok (VAT Chalan) and invoice hardcopy: during payment or before, how to get the payment: customer will send it to Mango end or they will have to collect it from customer's end, etc are also customized for different clients.

4. **Expanding services available to present customers:** Biz Dev monitors business levels and job orders for ideas to expand services available to present customers. For example, an ISP takes SMCIPBW from Mango. Biz Dev asks them whether they consume VSAT or not. They answers positively. Then Biz Dev convince them and make a new sale to this existing customer selling VSAT along with the SMCIPBW. There are some small ISPs who subscribe only SMCIPBW from Mango but need VSAT back up as well. They do not afford VSAT purchase for its high price. Biz Dev then offer them the SECIPBW that caters their need within their affordability and make a new sale to an existing customer generating profit for the company.
5. **Managing sales order:** Biz Dev manages customer sales order. They counsel the clients on the purchase process (how to connect, buy, make payment, etc.), process required documents, look after the whole process, ensure proper implementation of each steps, coordinate the order and other relevant information to the concerned departments (Finance & Accounts, Technical & Support, etc), update database, upload information into the CRM system and make sure the sale order is process efficiently and effectively.
6. **Monitor order-delivery:** Biz Dev monitors actual delivery status versus customer order. For example, during service commencement, a mobile phone operator ordered for 8 Mbps VSAT. Payment was also received against this order. However, due to some unavoidable technical difficulties, they were supplied 4.5 Mbps instead of 8 Mbps for the



first two months. However, the order paper is equivalent to a contract and is for one-year. In this context, Mango had to arrange several sitting with the customer and convince them to agree to this. Biz Dev had to affiliate the whole process. Again, an ISP ordered to upgrade its service at 12 am midnight. But the service was actually upgraded by the Mango support at 8 am next morning because of few hurdles. Naturally, the customer was annoyed. These sorts of disparities take place sometimes. Thus, Biz Dev monitors actual delivery status versus customer order.

7. **Understanding the Customer's commercial, operational & technology challenges & opportunities:** Biz Dev is that organ of the company that is into a continuous contact with the customers. They know a lot about the clientele. They have to understand the Customer's commercial, operational & technology challenges & opportunities. Whether Wimax is a threat to ISPs, if the market hype regarding price-cut turns into reality, how the sales volume or revenue condition of the customer will be affected, what are the opportunities that will bring a jump into the customer's profit curve, how a particular technological Adoption will benefit its operation immensely, Biz Dev has to comprehend those and try to aid the customer directly or indirectly.
8. **Ideal Customer Profiling:** Pro-active business development demands that it creates an Ideal Customer Profile. The essential characteristics needed to be considered are:
  - **Industrial Sector:** Which industry the customer operates in; e.g. telecommunication & information industry, sub-groups within the industry; e.g. ISP, Mobile Operator, VSAT Provider, Call Center, Regulatory bodies, Software firms, etc.
  - **Geographical Location:** Which divisions; Dhaka, Chittagong, Khulna, Sylhet, etc, which cities; which areas; Gulshan, Uttara, Dhanmondi, etc, the customer operates in,
  - **Size of organization:** Whether enlisted in the stock exchanges, capital, investment, ownership; a sister concern of a group of companies or sole-proprietorship, how many branches it has, sales and revenue volume, market share, number of employees, employees turnover, etc)
  - **Financial Trends:** Financial modeling, practices, systems, whether Tax-holiday holder or not, finance by itself or has term-loans, etc.
  - **Psychographics:** Philosophical compatibility, visions, mission, objectives, strategies, attitude towards customers, regulations, regulatory bodies, market commitment, etc.



This sort of customer profiling not only help us prepare our business plan but also work as a marketing weapon to present to the customers that how much we care our valued clients.

9. **Negotiation and Deal-closing:** Biz Dev gets to convince customers for purchase. In this process, lots of negotiation, from price to facilities, takes place. The negotiation does not happen only during the deal. Rather, it goes on throughout the service period at different stages in different level for different issues; e.g. volume-discount during service upgrade, downgrade request before authorized period, technical set-up changing, service-type swapping, etc. Moreover, there comes time when a deal to be closed. It can be a service termination for a live client (license cancelled ISPs like Eastern Link BD, Maisha, Broadband Solution, etc) when security deposits adjustment, payment settlement, physical link execution, etc to be handled or an abortive project (a sale could not be made to a potential, targeted clients even after series of negotiations for few unavoidable issues, meeting held but no business worked out, etc). Biz Dev handles such deal-closings.
10. **Strategic Planning:** Biz Dev has to plan strategically and develop new business ideas; e.g. new services (MPLS, NIX, Virtualization, Specific Upstream, etc), new approaches for customers, new processes of work, etc. Biz Dev develops and implements strategic sales plans to accommodate departmental and company goals. For instance, suppose, company sets a goal regarding VSAT Bandwidth sale. To attain this goal, Biz Dev targets market, contacts concerned personnel, makes proposals ( to drive away the existing, gigantic price competition in this section, they did not quote any price to the customers. Keeping the option open, they invited customers themselves to propose a rate. Afterwards, they reviewed whether they can accommodate that or not. Biz Dev plans out the whole year and review or revise them periodically.

A Typical Business Development Plan can look like the following:

- List existing accounts and plan what activities / actions need to be completed in order to fully exhaust all opportunities. For instance, plan to cover more bases within the decision-making unit or contact associated companies or offices (for example, Local Loop Provider of an ISP). The Strategic Account Profile can be used as a prompt.
- Begin to target new accounts using business directories etc. and set targets per week / month / quarter. Continually refer back to the Ideal Profile.
- Then build in what assistance will be needed from other marketing functions - i.e. qualified seminars, exhibition attendance, advertising, customization, etc.

- Finally share the plan (strategic planning) with other departmental managers and then commit to it.

Business Development Strategies are also linked with the Master Business Plan. Master Business Plan is integrated with the Sales Plan (a document that outlines the monthly, quarterly and annual targets).

Through regular account reviewing with the key accounts during the previous months, information of any new opportunities that will surface during the next twelve months can be obtained. When assessing what percentage of annual target usually comes from existing accounts, it will be needed to review the historical data. Pareto (80% of the business probably comes from existing accounts and in fact 80% of the total revenue comes from just 20% of the customers) can be applied here. Thus, Biz Dev is left with a balance - i.e. "20% of the business in next cycle would come from new opportunities". Therefore, selling time can be allocated accordingly.

The key points while preparing a Business Plan are: 'Who? What? Where? When? Which? Why? How?'.

For example:

- Who are to be targeted?
- What are intended to be sold to them?
- Where are they located?
- When to approach them?
- Which are the appropriate target personnel?
- Why would they want to meet Mango Biz Dev?
- How to reach them?

Finally, the plan is measured against 'S.M.A.R.T.E.R'. Is it -

- Specific
- Measurable
- Achievable
- Relevant
- Timed
- Exciting
- Recorded

11. **Using the different organizational processes:** There are some defined processes to function like Mango Sales Process, Mango Service Provisioning Process, Mango Process Flow Chart, Process of Information Flow, Process of Activities Flow among different Departments, etc. Biz Dev exercises these processes strongly to ensure delivering excellent service. However, in cases of exceptions, flexibility is allowed. For



example, according to Mango Service Provisioning Process, a customer's user name and password is activated after the submission of the hardcopy of PIF (Preliminary Information Form; e.g. Sign Up Form, and the License photocopy with company seal and authorized signature). After that, a customer may sign into Mango Customer Portal, order services, etc. However, if a customer urgently requires to order services and therefore needs user name and password activation, on his/her request, we activate the user name and password against scanned copies of relevant documents sent via email.

12. **Traveling on demand:** Biz Dev naturally gets to travel a lot; whether it is a client visit or meeting a regulatory official. The tour is not always intra-city. Rather, very often it is inter-city as well. Mango has already started functioning in Chittagong. However, no physical Biz Dev team is yet attending the Chittagong office regularly. The Biz Dev functions for Chittagong market are performed from its Dhaka Corporate Office by far. As a result, the Biz Dev team, that attends Dhaka office mainly, has to tour in Chittagong very often. Moreover, the prospective & actual customers visit, attending meetings, trainings, seminars, exhibitions, fair, etc keep going. Biz Dev also gets to monitor and maximize tours' positive impacts.
13. **Information Sharing:** Biz Dev gets to work effectively within the team exchanging information on clients to leverage sales opportunities. Biz Dev stands at the customer end. They know the customers closely and elaborately. So, they remain better aware of customers' demand, requirements, suggestions, etc. They relay this information to the concerned sections throughout the organization.
14. **Coordinating with other in-house department:** Biz Dev coordinates customer request with other concerned teams (Finance and Accounts: Request to allow disbursement few days after the deadline, Technical & Support team: customer's request of getting physical connectivity in the Mango ODF, conducting link and ping test, BGP session-up with a fake IP, etc.). They also coordinate execution of customer engineering change order (switching from FE to GE port, taking a back up GE port, IP Address assigning, etc. They also coordinate and resolve customer complaints effectively. Biz Dev works as the coordinator in this whole, combined process.
15. **Providing feedback to management:** Biz Dev provides feedback to management regarding market opportunities and challenges, existing operation, customers' perception and evaluation, etc.



16. **Providing consulting to other in-house departments:** Biz Dev stands at the customer end. They know the customer closely and elaborately. So, they remain better aware of customers' demand, requirements, suggestions, etc. as a result, they can provide consulting to Accounts, Technical, Software, etc wings of the company in planning initiatives through financial and management information analyses, reports, and recommendations. For example, previously, customers were not able to change Mango Customer Portal's password without the help of a Mango administrator. However, customers did not like the system. So, as per customers' demand, it was modified and now clients can change their password by themselves whenever they require like yahoo, msn, hotmail, gmail, googletalk, twitter, etc. Also, the suggestion of uploading general terms & conditions and tariff for the second major selling product; IP Block, in the Mango website, adding a SOF-like IP price calculation part in the existing IP Request Form, etc came from the Biz Dev desk which are in way of implementation now. Biz Dev has also input in the Mango Mission, Goal, Strategy establishment. Suggestion to Mango Support desk to be more effective, to Accounts, for example on Mushok-issuing, invoice-designing, billing cycle tailoring, etc, to Logistics for smooth supply of recourses and materials (from a pen to a PC), and likewise to be come from the Biz Dev's banner.
17. **Coordinating in financial reports preparation:** very first in the organization, Biz Dev gets information of subsequent service activation, termination, downgrade, upgrade, sales order etc. Moreover, they have the market projection's data. Therefore, they can coordinate preparation of financial reports. Biz Dev knows the customers consumption trends, sales pattern (figure of the customer's percentage sales coming from Corporate / Home-users / other Retailers; small ISPs), existing and past vendors and their tariff, future financial opportunities and challenges, etc. thus, Biz Dev also aids in financial planning and projection.
18. **Monitoring market and competition:** Biz Dev monitors market conditions and activities of competitive firms to ensure competitive pricing and achievement of competitive edge. For instance, BTCL's tariff, billing system, upgrade and downgrade policy, minimum order quantity, operational and administrative systems, its strength, bottlenecks, sales, offering, goals, etc. They also provide feedback to management regarding market opportunities.
19. **Ensuring compliance to regulators:** Biz Dev has to ensure compliance to responsible regulatory bodies; BTRC, NRB, etc. For instance, they cannot serve license cancelled ISPs, ISPs whose license expired and not renewed yet; e.g. into the renewal process,



ISPs conducting VOIP, Cyber Cafés, etc. They can technically serve them and generate huge revenue. But they do not as these are illegal.

20. **Market research:** Biz Dev conducts lots of market survey. They gather information on different issues from the customers (ISP, PSTN, Mobile Phone Company, Call Centers), their vendors (local loop providers, etc), their customers (Cyber café, retailer ISP, their competitors (other ISPs), etc, from different associations, e.g. ISP Association, Cyber Café Association, etc), Mango's own vendors, other operators (IGW, ICX, Wimax Operator, etc), regulatory bodies, personal and official references, etc. Newspapers, websites, govt. policies (ILDTS Policy), research work of other organizations, etc secondary research data are also employed. Biz Dev gets information from internal sources as well; e.g. from other departments. May be, during a technical meeting, a Biz Dev-generic information pops up and the in-house meeting attendees pass the info to Biz Dev. Sometimes, such information can be found from personnel's personal sources. Biz Dev not only gathers information, but also record them systematically. Then they sort, compile, analyze them and utilize the findings in favor of the organization.
21. **Customer-perception survey:** Biz Dev conducts customer perception surveys to determine customers overall perception of Mango. What customers' views on Mango's pricing, product portfolio, customer service, connectivity and technical set-up, personnel, market commitments, etc. are, Biz Dev carries out such periodical, customer-perception surveys and drag out customer-perception of Mango.
22. **Networking:** Biz Dev acts as the focal contact point between the company and its customers. They have to do a lot of networking. At the customer-end, with their Managing Directors, Chief Operating Officers, Chief Technical Officers, different departmental Heads, high to mid level officials, etc, Biz Dev has to establish a strong network. As Biz Dev has to coordinate activities, relay and obtain information, etc between different organizational departments, they have to connect very well internally as well. Therefore, networking with in-house Departmental Heads, Support team, Technical and Core Networking team, Finance and Accounts division, other Account Managers (Biz Dev executives), Administration and Logistic Support, even top management, has to be ensured for the smooth operation of the whole process.
23. **Maintaining Customer Relationship:** Biz Dev gets to build & manage trust-based, long-term relationships with customers. An IIG's prototype is B2B business. It sells to other businesses. As a result, it has been involved in corporate sales management. It is not a

'one off sale' after which the salesperson can wash his hands and rush to find other new customers. Rather with proper after sales service, ongoing verbal and written communications, occasional inter-face, the customer turns into a virtual revolving high value sales contributor as a Key Account lasting over years and in some cases decades. One of the core elements in such a set-up is the relationship with the customers. Biz Dev develops and harnesses such relationships. All time support, high quality service, greater responsiveness, 'be at service' attitude, customized and special treatment, continuous customer-study, proactive-ness, periodic follow up calls, emails, cards, sweets, flowers sending, inviting for official lunch, serving refreshments at office, occasional visit, etc help cultivate close professional relationships with clients' management personnel and add value in the business.

24. **Handling account receivables:** Biz Dev monitors account receivables and assist in resolving account receivable issues. They maintain records of amount receivables from each customer against different service types and quantities, payment deadline, payment status, concerned contact points details, updates, overall history, etc. They send the invoices to the customers, give reminders for payment, ensure payments, collect payments, pass the information to the Accounts, arrange to get the Mushok (VAT Challan) from Accounts, deliver it to customers, etc. In case of non-payment or other account receivable issues, they coordinate with Accounts Department and resolve the matter accordingly.
25. **Preparing Major Contract Documents:** Company SLA (Service Level Agreement), General Terms & Conditions for IP Bandwidth, General Terms & Conditions for IP Blocks, products' tariffs, etc major, company contract documents usually come from the Biz Dev's desk. Then it is sent to the management for approval.
26. **Report generating:** Biz Dev has to prepare lots of weekly, monthly, quarterly, and sometimes daily reports on a regular basis; e.g. sales reports for different services (report on IP Block sale, IPBW sale, Training conducted, Consultancy provided, etc.), research reports (report on market survey, customer survey, POP location survey, etc), revenue reports, (for internal use, for BTRC-submission, etc), other reports (report on customers' video conferencing frequency, destination IPs, service users details, etc).
27. **Files and important documents maintenance:** Biz Dev has to maintain all the important, official documents in a systematic filing order (Preliminary Information Form; PIF, customer's License copy, Service Order Form; SOF, Service Level Agreement; SLA,



VAT Registration Certificate Copy, BGP-Peering Form, IP Request Form, Proof of Payment; pay order, demand draft, cheque, etc photocopies, cash-deposit slip, letters from NBR, important, communication papers of different issues; tax-cut, excess received amounts, advance payment, service-swapping, technical set-up changing, invoices, Mushok copies, etc).

28. **Preparing official documents:** Biz Dev has to prepare official documents formally; e.g. letters to customers on different issues (tax-cut, excess received amounts, advance payment, service-swapping, technical set-up changing, etc), to regulatory bodies (to BTRC asking video conferencing permission as per customer-request), etc. Biz Dev also produces written proposals, offer-letters, quotations, invoices, customer's payment statements, etc along with different financial, marketing, sales, etc reports.

29. **Assistance in business meetings:** Biz Dev accompanies and assists company managers, CCO, CTO, COO (formerly), as well as Managing Director to pitches.

***Chapter 4. Mango Business Development:  
Skills & Attributes requisites***

1. **Academic Qualification:** To be into Mango Biz Dev team, having an academic business background is highly shouted. For Biz Dev, understanding of basic business concepts like marketing, branding, finance, business communication, etc is a must. Moreover, language skill, presentation, assignment, project, debate, newsletter, wall-board, etc handling, deadline meet up, case studies, proposal making, etc business school learning are also of high priority in this team. Tertiary education, preferable in Business Administrative; an BBA with a Marketing concentration or Honors in Marketing is the requirement. An MBA or equivalent will be an added advantage. An IT background, if packaged with the mentioned, will be also appreciated. Nevertheless, they need to possess not only business knowledge, but also have to be business minded.
2. **Job-Specific knowledge:** Biz Dev jobs at Mango, demand continuous schooling and learning. They get to have the knowledge of the regulatory bodies; BTRC (licensing guidelines, rules & regulations, circulations, notices, orders & instructions, etc), govt. policies; ILDTs Policy, Illegal VOIP (Voice Over Internet Protocol) Policy, National Board of Revenue (NBR) (tax deduction, exemption, etc), VAT Offices (Mushok-11, etc), Director General Force of Intelligence, Network Monitoring Center (DGFI, NMC) (regulations), Equipment (CISCO, Datacraft, etc.) & Connectivity partners (Tier – 1 Carriers, like verizon, ASIX, Singtel, Telecom Italia, etc.), Networking Partner (BSCCL, Telnet, Citycell, etc.), competitors (BTCL, VSAT-Provider Companies, etc.), customers, etc. Biz Dev stands in the gateway to customers, handles customers' queries, and provides them information. Therefore, they have to be updated always. Moreover, for product development, market targeting, etc as well, they need to have the proper knowledge; e.g. which market they are authorized to serve, which product lines they cannot offer, etc.
3. **Communication skills:** Excellent verbal and written communication skills, fabulous presentation skills, etc are sought in this team. Therefore, the Biz Dev professionals have to be an empathic communicator, able to see things from the other person's point of view, natural in conversation, able to communicate clearly and persuasively, eloquent, well presented and businesslike.
4. **Interpersonal skills:** Biz Dev has to do a lot of networking, create rapport with clients, cultivate and maintain customer relationship, etc. Therefore, an exceptional interpersonal skills and ability to form effective working relationships with people at all levels (inside and outside the organization) are sought in this team. People who are sociable, extrovert,



love to talk with people, zeal with different age groups and levels, can explain things to others with patience, are the ultimate Biz Dev members.

5. **Negotiation skills:** Biz Dev gets to convince customers not only for purchase, sometimes for an appointment even. In this processes, lots of negotiation takes place. Mango has an overt statement regarding negotiation; "if you do not win in negotiation, you cannot win in execution. Once you have won in the negotiation table, you are already half-way there". There is a saying that a profit of Tk 25 can automatically turn to TK 75 if there is a successful negotiation. Therefore negotiation skill is of such high importance in business and thus a prerequisite in Biz Dev.
6. **Deal closing skills:** Pleasant disposition skills are important in Biz Dev. The way a deal sets in motion, there comes time when it to be closed. It can be a service termination for a live client (license cancelled ISPs like Eastern Link BD, Maisha, Broadband Solution, etc) when security deposits adjustment, payment settlement, physical link execution, etc to be handled or an abortive project (a sale could not be made to a potential, targeted clients even after series of negotiations for few unavoidable issues, meeting held but no business worked out, etc). Biz Dev has to wrap up such deals pleasantly and tactfully. Even if nothing comes out of it now, avenue for new deals in future keeps open.
7. **Writing Skills:** Biz Dev has to be a very competent writer. Biz Dev prepares major contract documents; e.g. company SLA (Service Level Agreement), General Terms & Conditions for IP Bandwidth, General Terms & Conditions for IP Blocks, products' tariffs, etc usually come from the Biz Dev's desk. Then it is sent to the management for approval. Biz Dev has to prepare lots of weekly, monthly, quarterly, and sometimes daily reports on a regular basis; e.g. sales reports for different services (report on IP Block sale, IPBW sale, Training conducted, Consultancy provided, etc.), research reports (report on market survey, customer survey, POP location survey, etc), revenue reports, (for internal use, for BTRC-submission, etc), other reports (report on customers' video conferencing frequency, destination IPs, service users details, etc). Biz Dev has to prepare official documents formally; e.g. letters to customers on different issues (tax-cut, excess received amounts, advance payment, service-swapping, technical set-up changing, etc), to regulatory bodies (to BTRC asking video conferencing permission as per customer-request), etc. Biz Dev also produces written proposals, offer-letters, quotations, invoices, customer's payment statements, etc along with different financial, marketing, sales, etc reports. Therefore, they have to have an excellent writing skill.

8. **Research Skills:** Biz Dev has to undertake different research works; e.g. market research, customer perception survey, etc. They gather information on different issues from the customers (ISP, PSTN, Mobile Phone Company, Call Centers), their vendors (local loop providers, etc), their customers (Cyber café, retailer ISP, their competitors (other ISPs), etc, from different associations, e.g. ISP Association, Cyber Café Association, etc), Mango's own vendors, other operators (IGW, ICX, Wimax Operator, etc), regulatory bodies, personal and official references, etc. thus, Biz Dev conducts lots of market survey. As a result, they get to have a good research skill.
9. **Information management Skills:** Biz Dev has to gather bulk of information and record them systematically. Then they sort, compile, analyze them and utilize the findings in favor of the organization. Also, they do the information sharing; intra-team and inter team: Biz Dev gets to work effectively within the team exchanging information on clients to leverage sales opportunities. Biz Dev stands at the customer end. They know the customers closely and elaborately. So, they remain better aware of customers' demand, requirements, suggestions, etc. They relay this information to the concerned sections throughout the organization.
10. **Coordination Skills:** Biz Dev has the responsibility along with the accountability of looking after the accounts; customers. They relay customers' request, order, complaints, information, perception, etc to the concerned departments in the organization. They also follow up different process status; e.g. monitoring order-delivery (Biz Dev monitors actual delivery status versus customer order. For example, during service commencement, a mobile phone operator ordered for 8 Mbps VSAT. Payment was also received against this order. However, due to some unavoidable technical difficulties, they were supplied 4.5 Mbps instead of 8 Mbps for the first two months. However, the order paper is equivalent to a contract and is for one-year. In this context, Mango had to arrange several sitting with the customer and convince them to agree to this. Biz Dev had to affiliate the whole process. Again, an ISP ordered to upgrade its service at 12 am midnight. But the service was actually upgraded by the Mango support at 8 am next morning because of few hurdles. Naturally, the customer was annoyed. These sorts of disparities take place sometimes. Thus, Biz Dev monitors actual delivery status versus customer order).
11. **Financial Skills:** Biz Dev has to have the knowledge of finance, accounting, budgeting, etc and ability to analyze financial data and prepare financial reports, statements, and projections, etc. They will be able to understand profit and loss calculations and basic



business finance, e.g., gross margin percentages and calculations, depreciation, capital and revenue expenditure, cash-flows, overheads, etc.

12. **Learning Ability & Attitude:** Fast & continuous learning as well as self-learning, are very important for Biz Dev. Mango is a technology-based business entity & technology keeps changing and emerging. To work in such a business development wing, a high learning spirit as well as fast learning ability is a must. Furthermore, Biz Dev requires to be a self-learner. They do not wait till somebody let them know, what they need to learn, how to learn that, how a particular learning will help perform better, etc. They learn by themselves, share the learning with the team, and help other learn.
13. **Multi-tasking Ability:** Mango Biz Dev, in addition to its departmental responsibilities, performs some jobs of Finance & Accounts Department (Financial Report Generation, Invoice Preparation, etc.), HR, Administration & Logistics Department (official Letter Writing for vendors, regulatory bodies, newspapers, etc.), Technical Department (Basic Technical Briefing to customers and inquirers, etc. as a result, they have to be able to perform multiple task simultaneously.
14. **Strategic Thinking:** Strong strategic thinking is a core requirement in this team. They set goals and find out strategies to achieve that. They plan strategically and develop new business ideas; e.g. new services (MPLS, NIX, Virtualization, Specific Upstream, etc), new approaches for customers, new processes of work, etc. They have to employ strategies to implement the plans. Therefore, they have to think strategically and keep sharpening this skill at all times.
15. **Analytical ability:** For business development, an analytical mind, able to quickly assess large amounts of information and data is very important. At the same time, ability to consider and evaluate the relationships between numerous factors is also required. Biz Dev not only gathers, records, sorts, compiles, etc but also analyzes information and utilize the findings in favor of the organization. They have to be resourceful, detail-oriented and highly organized. Therefore, they need to have strong analytical and valuation skills.
16. **Strong organizational & prioritization skill:** they have to possess a strong organizational and prioritization skill with an ability to manage several projects simultaneously. Good organizational skills and the ability to understand detailed information, a solid foundation in business management fundamentals, sound business



judgment, a clear focus on high quality and business profit, etc is the key in Biz Dev success.

17. **Time Management:** Punctuality, swiftness, timeliness and effective time management is a must for Biz Dev. They always encounter tight deadlines that have to meet. So, they have to be able to meet deadlines with uncompromising quality. Most of their tasks are scheduled; e.g. appointments, payment collection, invoice sending, follow-up phone calls, notification emails, assignment and report submission, etc. Attending a scheduled meeting is a must (if no unavoidable circumstances appear). But it is not all. Being there on time is significant at the same time. Swiftness in delivering customer's request, answering phone calls, emails, etc is also counted with great importance.
18. **Emotional intelligence:** Biz Dev mostly work with people than with machine, software, and other materials. Therefore, they have to hold strong emotional intelligence; e.g. an ability or skill; to identify, assess, and manage the emotions of one's self, of others, and of groups. Biz Dev has to handle customers' complaints, (sometimes) experience customers' harsh behave (if he/she is annoyed at that point of time), experience rivalry attitude (some ISPs had also applied for the IIG License but did not get. They, sometimes, display a negative manner) and likewise. This is why, emotional intelligence is considered one of the most important attributes in Biz Dev team to understand their own emotions and those of the people they deal with. In today's diverse business world, it is the key to better business performance.
19. **Computer literacy:** Biz Dev team members require to have an intermediate level of computer literacy. They use MS Outlook, MS Word, MS Excel, MS Power point, MS Word, PDF, Google-talk, Skype, messenger, X-Lite soft-phone, Google -docs, Mango CRM, Email, Web-browser, twitter, etc as well as do Scanning, Photocopying, Faxing, etc.
20. **Creativity:** Biz Dev has to be creative. An ongoing session of idea generation, process reengineering, product development, strategy build-up, all-way innovation, etc is a routine-practice in this team. Biz Dev has to plan strategically and develop new business ideas; e.g. new services (MPLS, NIX, Virtualization, Specific Upstream, etc), new approaches for customers, new processes of work, etc.
21. **Comfort with technology:** Biz Dev functions in a fast paced, always-on, highly ambiguous start-up technological environment. They have to be ability to understand

complex technical and product information. Despite having a business-academy background, they have to acquire technical knowledge, adopt a continuous learning, and use technical terms, methods and technologies. Therefore, they must be at ease with technology.

22. **Influencing ability.** Biz Dev has to be influencing, able to impress others, grab attentions and persuade. They have to be able to find decision makers and dodge gatekeepers.
23. **Relation-making Ability:** Biz Dev should have the natural instinct and strong skill of relationship building and maintaining. They are those who can make connections easily. This attribute to connect to people promptly and effortlessly, contributes to the organizational success, as networking and relationship maintaining are the parts of Biz Dev's job responsibilities and inevitable for the proper functioning of the organization.
24. **Sincerity:** Each Biz Dev member is responsible for a given no of customers. They look after these assigned customers independently. Thus, to a huge extent, they are their own bosses in this regard, which demands them to be very sincere. Hence, they have to be a natural forward planner who critically assesses own performance and keen for new experience, responsibility and accountability.
25. **Reliability:** Biz Dev has to work independently. They have to follow up as well as assess their own work. Developing opportunities, flourishing prospects, etc many of the organization's successes, depend on them. On the other hand, they provide information to customers, answer to their queries, promise to render services, etc. They must ensure that the information they provide or the answers they give, are accurate, appropriate and also, consistent. They must deliver the service as par the order and on time. If, in case, they face any hindrance in doing so, they would inform customers regarding that. Customers should rely on them that if he/she promises, will keep it. Company will be relying on them in the same way.
26. **Patience & Tolerance:** Biz Dev has to work under pressure and meet tight deadlines. They have to achieve sales target and set objectives (both short and long term). They have to coordinate with other concerned departments and follow up different process status; e.g. monitoring order-delivery, etc. They have to work intra-team as well as inter-team. They have diverse customers and team members to deal with. They have to work under instruction of Network Head, Software Development Team Head, Head of Finance and Accounts, Head of Administration and Logistics, Biz Dev Manager, and sometimes,



top management. They handle customers' complaints, (sometimes) experience customers' harsh behave (if he/she is annoyed at that point of time), experience rivalry attitude (some ISPs had also applied for the IIG License but did not get. They, sometimes, display a negative manner) and likewise. Therefore, they have to be patient & tolerant.

27. **Flexibility & adaptability:** Rigidity and stiffness hinder the move to forward. Biz Dev has to be flexible and adaptable to a significant extent. For instance, even though, Saturday is Mango's holiday, some customers' offices work on that day. If a long-trying, potential customer gives an appointment on a Saturday, Biz Dev will not postpone it. There is a common invoice format in Mango. Sometimes, some customers request to alter it due to their own organization or other conveniences. Biz Dev tries to the ultimate extent to cater the customers' customized requests. They also have to have adaptability in case of technical, system, process, etc changes. 'Do be prepared to change course, have a passion for change, and don't be afraid to experiment, look outside the square' – this has to be their attitude.
28. **Good listener:** Biz Dev must be a good listener. Customer's words give input of what services to be offered to him, how much sales can be made, how to deal his offices, how much priority to be assigned in this account, market scenario, perception on Mango, etc. Moreover, if a talk goes on unilaterally, the talk does not go for long. Therefore, Biz Dev requires to listen to customers first and create an avenue for itself to talk.
29. **Diplomacy:** Biz Dev has to be very witty and tactical. Even if a customer is wrong, they cannot talk of it on his/her face. They handle complaints. Sometimes it is justified and sometimes not. In both the cases, they have to act tactically. Their words, actions, attitude, postures, decisions, etc has to be trimmed diplomatically.
30. **Proactive:** Biz Dev does not wait for order or to be more specific, they get to direct themselves. They do not work under any direct supervision. For example, each Biz Dev member is responsible for a given no of customers. They look after these assigned customers independently. This causes them to be more proactive. For example, whenever they see any sales opportunity, they initiate approaching it. Do not wait for official instruction. For example, during campaigning to an ISP, they get to know about a Call Center, which the ISP-Proprietor's friend operates. Biz Dev utilize this information and connection. Giving the old customer's reference, they fetch a new client in a different market segment.



31. **Pleasant Persona:** Biz Dev group has to be prepared and presentable, well dressed, trimmed-mannered, good-looking, smart speaker and over all, a striking package.
32. **Confidence:** Biz Dev convinces and persuades people, provides information, answers to queries. If they do not seem to be confident of what they say, sell and want, customers will not accept them in any way.
33. **Enthusiasm:** The nature of Biz Dev is of driving forward. The tasks comprise huge workloads, tight deadlines, challenges, dynamic pressure, etc. and thus, require lots of effort, zeal, proactive-ness, energy and dynamism.
34. **Courage:** 'Challenge the paradigm - and do not accept that just because a particular idea has not worked in the past that it will not do so in the future. Remember when you were learning to walk - it didn't work first time then!' – Biz Dev has to be courageous as well as challenging. They need to have the internal strength that empowers them to fight with hurdles, overcome the obstacles and move forward to achieve the ultimate triumph.
35. **Team Player:** Biz Dev has to be able to get on with others and be a team player. Mango encourages a One-Team Culture, characterized by big picture; group goals, prioritizing broader business over short-term solutions, individual career development, a love of new ideas, a desire to be involved, caring; a human touch, a social environment having fun while working, etc. Biz Dev, in here, has to be happy working in a small team.
36. **Leadership Quality:** Different team projects, assignments, targets come to Biz Dev very often where they need to lead within the team. Again, they pass customer's order, demands, requirement, etc requests to other departments and follow up the whole process. Thus, they lead the process. Inter-team assignments are also given where Biz Dev leads often. Therefore, they have to demonstrate an excellent leadership.
37. **Motivation:** Biz Dev has to be self-motivators to drive the organization forward, which depends a lot at the pace of their own moves.
38. **Positive-ness:** Biz Dev mostly deals with people than machines, files, numeric figures, etc. Therefore, positive-ness is hugely demanded from them. They have to be thus, self-driven, results-oriented with a positive outlook.

39. **Initiation:** Biz Devs are an articulate self-starter, self-driven, a natural forward planner who critically assesses own performance.
40. **Independence:** Biz Dev has to be able to independent; without direct supervision, instructions, etc. They cannot go to supervisors repeatedly for asking what to do, how to deal, etc. They have to follow up as well as assess their own work.
41. **Decisiveness:** Biz Dev has to be Decisive. They are able to take decisions. Sometimes on the spot decisions to be taken in the unavailability of immediate boss. They have to be analytical and take inputs in their decisions from past events. Considering the exceptional manner of an issue, they have to be able to treat it accordingly.
42. **Determination:** Biz Dev has to work persistently to perform what is assigned and to achieve what is targeted.
43. **Mobility:** Biz Dev should be highly mobile, willing to pursue various domestic (WTISD'09 Fair) or international assignments and flexible to traveling on demand and to travel up to a few days a month within Bangladesh. Biz Dev naturally gets to travel a lot; whether it is a client visit or meeting a regulatory official. The tour is not always intra-city. Rather, very often it is inter-city as well. Mango has already started functioning in Chittagong. However, no physical Biz Dev team is yet attending the Chittagong office regularly. The Biz Dev functions for Chittagong market are performed from its Dhaka Corporate Office by far. As a result, the Biz Dev team, that attends Dhaka office mainly, has to tour in Chittagong very often. Moreover, the prospective & actual customers visit, attending meetings, trainings, seminars, fairs (WTISD' 2009 Fair), exhibitions, and etc keep going. Biz Dev also gets to monitor and maximize tours' positive impacts.
44. **Management ability:** Biz Dev has to have the potential to handle a leadership role. Though internal staff management is not initially part of the job, responsibility and opportunity could grow with the development of the business, for example the prospect of recruiting and managing sales and customer service staff. Some people-management skills, experience and natural ability will be useful.
45. **Values:** Mango believes in contributing in nation building by playing the catalyst role in the cyber space and being an active player in building digital Bangladesh. Patriotism, social-welfare, betterment of the countrymen, national growth, etc are strictly

incorporated in Mango's values. Mango expects its team to share the same. Therefore, Mango Biz Dev is also expected to align with it.



***Chapter 5. Mango Business Development:  
Customers' Observation & Assessment***

Among all the organizational departments, Biz Dev deals with customers the most. Whether it is creating sales or developing new lead sources, ideal Customer Profiling or understanding customer's diverse business challenges & opportunities, market research or customer-perception survey, service customization or expanding services available to present customers, managing sales order or monitor order-delivery, networking or maintaining customer relationship, negotiation and deal-closing or handling account receivables, casual customer visit or attending business meetings, Biz Dev stands in the customer-frontier. Therefore, customers' perceptions of the Biz Dev team, observation, assessment, etc are very much important while gauging the organization's overall success in Business Development.

Driven by this fact, an online survey was conducted to trace out customers' observations and experiences with Mango Biz Dev team. Thirty (30) samples (customers) were picked up randomly (via a lottery). They were emailed the questionnaires and requested to email those back after filling up. Each questionnaire contained fifteen (15) different categories (questions) describing fifteen (15) different aspects of the Account (Customer) Manager's (Mango Biz Dev Representative) performance. (Note: Each Biz Dev member is responsible for a given no of customers. They look after these assigned customers independently and work as the bridge between the customers and the company. They are the very first contact point of the company to the customers and are interacted mostly for different purposes. They are the dedicated to manage those certain accounts (customers) and thus, termed as Account Manager (Customer/ Client Manager).

The categories were:

1. Has been responsive
2. Has been on time & swift
3. Has been efficient (work was accurate & error-free)
4. Has been learned & updated
5. Communication skills
6. Interpersonal skills (Rapport with clients)
7. Has been enterprising, influencing & convincing
8. Complaint handling & problem solving
9. Emotional intelligence
10. Has been sincere & reliable
11. Pleasant persona, has been confident & enthusiastic
12. A good listener, has been patient
13. Treatment provided (has been able to make feel specially treated with warmth)
14. Overall Rating

15. Future career anticipation (promising, will go a long way)

There were five (5) different scores against each category; e.g. 1 (Poor), 2 (Indifferent), 3 (Good), 4 (Very Good), and 5 (Excellent). Marking on a particular score against a category, the interviewee stated his/her observation of his/her respective Account Manager in a particular area. For example, putting (5) against category no. 1, an interviewee rates the Account Manager's responsiveness 'excellent'. Thus, the interviewee can assess the Account Manager in all fifteen (15) areas.

Information of each questionnaire was then transferred into an excel sheet to obtain the accumulated result. For example, from thirty interviewees, thirty different scores were found against category no. 1. Averaging the scores, what customers' observations were on Mango Biz Dev's responsiveness could be found. Thus, for all the fifteen categories, average scores were obtained. Averaging averages of all the fifteen categories, customers' overall observation of Mango Biz Dev, that is how customers rate Mango Biz Dev's performance, could be found.

However, the same questionnaire could have been used to test individual Account Manager's performance. Each Biz Dev member is responsible for a given no of customers and looks after these assigned customers independently. So, picking a sample from a respective Account Manager's list, averaging the scores for all the categories of a particular questionnaire, the interviewee's overall observation of his/her Account Manager can be found. Thus, picking the rest of the samples from that respective Account Manager's list, averaging all the samples' given average scores, that Account Manager's individual performance can be measured. In the same methodology, all the Account Manager's individual performance can be measured and compared among each other.

The **first category** in the questionnaire was 'Biz Dev's Responsiveness'. Customers' keep knocking their respective Account Managers (Mango Biz Dev Representatives) at different times in different purposes. It is very important that the Account Managers respond to them. Whether they reply to customers emails, phone back if miss to attend a call, provide the asked information, cater service requests (quotation resending, customizing invoice, etc) and likewise. Among the thirty interviewees, nine scored this category five (5) and rest twenty-one scored this category four (4). The average score has been 4.30 that imply it is above very good.

The **second category** in the questionnaire was 'Biz Dev's timeliness & swiftness'. Only responding to customers is not enough, the response has to be on time and swift. Most of the Biz Dev tasks are scheduled; e.g. appointments, payment collection, invoice sending, follow-up



phone calls, notification emails, assignment and report submission, etc. Attending a scheduled meeting is a must (if no unavoidable circumstances appear). But it is not all. Being there on time is significant at the same time. Swiftness in delivering customer's request, answering phone calls, emails, etc is also counted with great importance. Therefore, the category was included in the questionnaire. Among the thirty interviewees, nine scored this category five (5) and rest twenty-one scored this category four (4). The average score has been 4.30 that imply it is above very good.

The **third category** in the questionnaire was 'Biz Dev's efficiency'. Only doing job is not done. The work has to be accurate & error-free. How efficiently Biz Dev performs its responsibilities, in order to rate that the category was included in the questionnaire. Among the thirty interviewees, eleven scored this category five (5) and rest nineteen scored this category four (4). The average score has been 4.37 that imply it is above very good.

The **fourth category** in the questionnaire was 'Biz Dev's state of being learned & updated'. Biz Dev stands in the gateway to customers, handles customers' queries, and provides them information. Therefore, they have to be learned and updated always. To assess this important attribute of Biz Dev, the category was included in the questionnaire. Among the thirty interviewees, nine scored this category five (5) and rest twenty-one scored this category four (4). The average score has been 4.30 that imply it is above very good.

The **fifth category** in the questionnaire was 'Biz Dev's communication skills'. Whether writing an email or business letter, delivering a presentation or responding a phone call, attending a guest at office or demonstrating in a trade show, Biz Dev has to communicate a lot. Therefore, excellent verbal and written communication skills, fabulous presentation skills, etc are sought in this team. To assess this important skill of Biz Dev, the category was included in the questionnaire. Among the thirty interviewees, nine scored this category five (5) and rest twenty-one scored this category four (4). The average score has been 4.30 that imply it is above very good.

The **sixth category** in the questionnaire was 'Biz Dev's interpersonal skills'. Biz Dev has to do a lot of networking, create rapport with clients, cultivate and maintain customer relationship, etc. An exceptional interpersonal skills and ability to form effective working relationships with people at all levels (inside and outside the organization) are sought in this team. Therefore, Biz Dev members have to be sociable, extrovert, love to talk with people, zeal with different age groups and levels, can explain things to others with patience, and so on. To assess this important skill of Biz Dev, the category was included in the questionnaire. Among the thirty interviewees, ten scored this



category five (5), one scored this category three (3) and rest nineteen scored this category four (4). The average score has been 4.30 that imply it is above very good.

The **seventh category** in the questionnaire was 'Biz Dev's state of being enterprising, influencing & convincing'. Biz Dev gets to Identify, develop and win new sales opportunities, develop new lead sources and revenue streams, negotiate, cultivate and maintain customer relationship, etc. They have to be enterprising as well as influencing at the same time. Moreover, Biz Dev convinces and persuades people, provides information, answers to queries. If they do not seem to be confident of what they say, sell and want, customers will not accept them in any way. To assess these key attributes of Biz Dev, the category was included in the questionnaire. Among the thirty interviewees, seven scored this category five (5) and rest twenty-three scored this category four (4). The average score has been 4.23 that imply it is above very good.

The **eighth category** in the questionnaire was 'Biz Dev's ability of complaint handling & problem solving'. Customers call the Biz Dev very first in case of any trouble-confrontation (delivery was not order-wise, delay in supply, dissatisfactory response from technical support team, etc). Biz Dev has to coordinate and resolve customer complaints effectively. To assess how successfully they handle complaints and resolve problems, the category was included in the questionnaire. Among the thirty interviewees, six scored this category five (5) and rest twenty-four scored this category four (4). The average score has been 4.20 that imply it is above very good.

The **ninth category** in the questionnaire was 'Biz Dev's emotional intelligence'. Biz Dev mostly work with people than with machine, software, and other materials. Therefore, they have to hold strong emotional intelligence; e.g. an ability or skill; to identify, assess, and manage the emotions of one's self, of others, and of groups. To assess this very important attribute of Biz Dev, the category was included in the questionnaire. Among the thirty interviewees, nine scored this category five (5) and rest twenty-one scored this category four (4). The average score has been 4.30 that imply it is above very good.

The **tenth category** in the questionnaire was 'Biz Dev's sincerity & reliability'. Biz Dev provides information to customers, answer to their queries, promise to render services, etc. They must ensure that the information they provide or the answers they give, are accurate, appropriate and also, consistent. They must deliver the service as per the order and on time. If, in case, they face any hindrance in doing so, they would inform customers regarding that. They have to be sincere and reliable. Customers should rely on them that if he/she promises, will keep it. To assess how much sincere and reliable they are in the eyes of their customers, the category was included in the questionnaire. Among the thirty interviewees, eleven scored this category five (5) and rest



nineteen scored this category four (4). The average score has been 4.37 that imply it is above very good.

The **eleventh category** in the questionnaire was 'Biz Dev's personality, confidence & enthusiasm'.

Biz Dev group has to be prepared and presentable, well-dressed, trimmed-mannered, good-looking, smart speaker and over all, a striking package. They have to be confident. They convince and persuade people, provide information, answer to queries. If they do not seem to be confident of what they say, sell and want, customers will not accept them in any way. They require lots of effort, zeal, proactive-ness, energy and dynamism. To assess how customers rate their persona, confidence and enthusiasm, the category was included in the questionnaire. Among the thirty interviewees, seven scored this category five (5) and rest twenty-three scored this category four (4). The average score has been 4.23 that imply it is above very good.

The **twelfth category** in the questionnaire was 'Biz Dev's patience & state of being a good listener'. Biz Dev has diverse customers to deal with. They handle customers' complaints, (sometimes) experience customers' harsh behave (if he/she is annoyed at that point of time), experience rivalry attitude (some ISPs had also applied for the IIG License but did not get. They, sometimes, display a negative manner) and likewise. Therefore, they have to be patient & tolerant. Moreover, Biz Dev must be a good listener. Customer's words give input of what services to be offered to him, how much sales can be made, how to deal his offices, how much priority to be assigned in this account, market scenario, perception on Mango, etc. Moreover, if a talk goes on unilaterally, the talk does not go for long. Therefore, Biz Dev requires to listen to customers first and create an avenue for itself to talk. To assess how customers rate them as a good listener and their patience, the category was included in the questionnaire. Among the thirty interviewees, six scored this category five (5) and rest twenty-four scored this category four (4). The average score has been 4.20 that imply it is above very good.

The **thirteenth category** in the questionnaire was 'Biz Dev's treatment provided'. Whether the Biz Dev has been able to make the customers feel that they are specially treated with warmth and authenticity or not, to find that out, the category was included in the questionnaire. Among the thirty interviewees, seven scored this category five (5) and rest twenty-three scored this category four (4). The average score has been 4.23 that imply it is above very good.

The **fourteenth category** in the questionnaire was 'Biz Dev's overall rating'. To trace how the customers rate Biz Dev's over all performance, the category was included in the questionnaire.

Among the thirty interviewees, four scored this category five (5) and rest twenty-six scored this category four (4). The average score has been 4.13 that imply it is above very good.

The **fifteenth category** in the questionnaire was 'Biz Dev's future career anticipation'. At the customer-end, Biz Dev gets to interact with their Managing Directors, Chief Operating Officers, Chief Technical Officers, different departmental Heads, high to mid level officials, etc. they are the industry experts and very much meticulous. They possess the ability to predict one's career growth. To trace out how much promising the Biz Dev representative is, whether will go a long way or not, etc from customers' view, the category was included in the questionnaire. Among the thirty interviewees, three scored this category five (5) and rest twenty-seven scored this category four (4). The average score has been 4.10 that imply it is above very good.

Averaging average scores of all the fifteen categories, the average score of overall customers' observation of Mango Biz Dev was found, which is 4.26. It implies that customers' overall observation of Mango Biz Dev; e.g. how customers rate Mango Biz Dev's performance, is above 'very good' which is quite satisfactory.



## Analysis, Results and Discussions

1. **Lack of Acute Divisions in Mango Business Development Department:** Mango Business Development Department is basically an amalgam of Market research, Branding, Sales and Customer Relationship Management divisions. Being a new firm and having a very small team, it may not be possible to divide the department officially among the respective divisions, but employees' job responsibilities can be surely listed down in such a way that it depicts who to perform in which portions.
2. **Weak Recruitment Process:** To place the right person into a job, the initial screening during recruitment is very important. Once the appropriate one is caught, he/she can be trimmed well very easily. The existing Mango Biz Dev recruitment process is not that much strong and scrutinizing. Mango should focus more on its recruitment process.
3. **Shortage in no. of Employees:** to an extent, Mango Biz Dev team is overloaded with work. They certainly require few more helping hands. Recruitments of more employees will empower the work force, eliminate workload of the employees and increase employees' satisfaction level. Mango should recruit few more personnel for the Biz Dev team.
4. **Lack of Structured Actions:** As it's a very young firm, it may not be possible for Mango to be enough structured and configured over night. However, Mango will have to be more structured gradually. There is a saying, a problem well defined is a problem half solved. Mango work processes should be defined, at least outlined, prior hand to avoid disparities between expected and actual performances because prevention is always better than cure.
5. **Reporting to Multiple Bosses:** Biz Dev has to work under instruction of Network Head, Software Development Team Head, Head of Finance and Accounts, Head of Administration and Logistics, Biz Dev Manager, and sometimes, top management. Not always, instructions of the multiple supervisors remain consistent. Thus, it creates confusion which one to follow. Moreover, when different work orders from different bosses drop on, officially, no guideline is being provided which one to perform first. Therefore, reporting to different bosses becomes troublesome. Mango should sort out this dilemma coordinating instructions and orders of different bosses accordingly.

6. **Lack of specification in responsibilities:** So many work processes are there that involves more than one departments; e.g. Technical, Biz Dev, Finance, etc. However, it is not defined who is responsible to which extent. Thus, creates complicity.
7. **Excellent Team Spirit:** A very zealous team spirit; e.g. intra and inter, is there in Mango which should be boosted even more as it helps increase employee productivity and ensure business development. In order to ensure a team excels, the company should concentrate hugely on team building.
8. **Lack of Training:** Mango provides lots of training to its technical team. In comparison to that, other departments get very few chances to augment them via these sorts of trainings. Particularly, Biz Dev team requires such training more. Not only on technical aspects but also on branding, customer service and management, market research, planning, financials, communication, influencing and negotiation, corporate sales, etc, Biz Dev to be trained further.
9. **Mixed up Methodologies:** Mango is yet to turn fully automated that it has promised to do. For example, the first time service order invoice is online (SOF). However, service upgrade, downgrade, billing cycle alteration, advance or dues adjustment, etc invoices are generated manually due to its software's lacking and likewise. So, the same things are done in different ways. Mango should arrange to develop or buy such software soon and become fully automated.
10. **Lack of Internal Coordination:** Mango's internal coordination must be even stronger. There is lots of communication gap prevailing because of which required info does not pass to all concerned wings always & thus affect the service adversely. Even if Biz Dev performs its coordinating job well, in case of others failure in communicating, things does not work properly.
11. **Lack of Evaluation:** Usually, in almost every organization, employees are evaluated quarterly, annually, and likewise. However, Mango does not do any such things. As a result, the one who excels, get no superior treatment. So, he/she gets demotivated and that extra effort declines.
12. **Gender Discrimination:** Mango believes in women empowerment and privileges them at work place. They exempt women employees for different tasks that could be difficult to perform as a female. For example, women shift engineers are never assigned in night



shifts in 24x7 support desk. They are also sent less for outside jobs like papers dropping, payment collections, casual customer visits, etc. However, at the same time, they happen to miss some opportunities as well. For example, in the WTISD'09 Fair, Chittagong, only male Biz Dev representatives and engineers were sent to participate. It was a huge experience to take in but only because of being female, they were not exposed to it.

13. **Job Assignment:** Responsibility should be given capacity-wise. At the same time, some authority, access to resources, etc should come along with the responsibilities. Otherwise, accountability becomes irrational. Mango is yet to balance in these things.
14. **Differences in Management and Managers values:** Mango management fosters leadership and entrepreneurship among the employees but mid level managers are reluctant to it. Same values should be uphold organization-wide.
15. **Lack of HR Practices:** Even though HR department along with the Administration and Logistic department resides in Mango organogram, there are hardly any HR practices prevailing there. Mango is working on establishing an active HR department at present. It should get done with it soon.
16. **Lack of Consistency in Information:** Mango must maintain consistency in provided information to their clients. Same thing should be ensured in-house as well. However, sometimes this is not maintained accordingly. So, Mango should work on its information flow acutely.
17. **More Focus on Resource Management:** Mango should focus more on its resource management. A resource can be the authorization of acting as the national IX in the license, a network engineer / administration executive, or a corner in the office premise. Even if a resource is not intensifying our revenue directly right this moment, if we work on it, something huge can be brought out of it. This is how successful entrepreneurs make wonders sometimes out of zero.
18. **More Focus on Resource Allocation:** Mango's resource allocation should be a bit more trimmed. Best resource should be allocated to the most profitable and/or potential project/client. It should invest to maximum that extent which the project require maximum. It should not spend a unit more than that no matter whether its resource is sitting idle/not.

19. **Lack of Systematic Learning:** Even though self-learning is the best learning, in case of team learning a system injection is really important. So Mango should work few things out in this regard.
20. **Lack of Customization:** Even though Biz Dev aligns with it, not every department in Mango does the same. Mango should have recognition of the concept customization. In today's dynamic market, every case is different & each client is separate. So we should treat all accordingly.



## **Conclusion**

In a country like ours, a state of art, hi-tech IIG, like Mango Teleservices Limited, is nothing less than a wonder. Mango is a local company with a dedicated, full local team committed to take Bangladesh to new heights. Mango intends to develop human resources in Bangladesh by providing training to their people, embrace advanced technology & keep the door open for learning. Mango's inspiration is, 'There is a world out there to be conquered, let's start our adventure, which starts with a first step out of your room'. In order to conquer the outer world, they must have the inner strength. So, they should be working on that relentlessly & work out the best. If this spirit can be their strategy, they would not have to think of hitting the target, goal itself would become their outcome at each avenue. Mango believes in contributing in nation building by playing the catalyst role in the cyber space and will be an active player in building digital Bangladesh. The new technological era is about to begin here. Mango believes that they will invent the future of Bangladesh from their premises.

## References

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## ***Appendix***



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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: Mr. Shahriar Kabir Designation: Senior Network Engineer  
Contact no: 01817183039 Email: [shahriar.kabir@aktel.com](mailto:shahriar.kabir@aktel.com),  
Company Name: TM International (Bangladesh) Ltd.

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	4	5
2	Has been on time & swift	1	2	3	4	5
3	Has been efficient (work was accurate & error-free)	1	2	3	4	5
4	Has been learned & updated	1	2	3	4	5
5	Communication skills	1	2	3	4	5
6	Interpersonal skills (Rapport with clients)	1	2	3	4	5
7	Has been enterprising, influencing & convincing	1	2	3	4	5
8	Complaint handling & problem solving	1	2	3	4	5
9	Emotional intelligence	1	2	3	4	5
10	Has been sincere & reliable	1	2	3	4	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	4	5
12	A good listener, has been patient	1	2	3	4	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	4	5
14	Overall Rating	1	2	3	4	5
15	Future career anticipation (promising, will go a long way)	1	2	3	4	5

Thank you so much for being a part of this online survey.  
Have a nice day!

### Mango Teleservices Limited

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: SM Kamruzzaman Designation: Technical Head,  
Contact no: 01613331400 Email: [zaman@bdcom.com](mailto:zaman@bdcom.com),  
Company Name: BDCOM Online Limited, Dhaka

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	<b>4</b>	5
3	Has been efficient (work was accurate & error-free)	1	2	3	<b>4</b>	5
4	Has been learned & updated	1	2	3	<b>4</b>	5
5	Communication skills	1	2	3	4	<b>5</b>
6	Interpersonal skills (Rapport with clients)	1	2	3	<b>4</b>	5
7	Has been enterprising, influencing & convincing	1	2	3	4	<b>5</b>
8	Complaint handling & problem solving	1	2	3	4	<b>5</b>
9	Emotional intelligence	1	2	3	<b>4</b>	5
10	Has been sincere & reliable	1	2	3	<b>4</b>	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	<b>3</b>	4	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: Mohammad Fakrul Alam Pappu Designation: Manager, Systems,  
Contact no: 01713033085, Email: [fakrul@dhakacom.com](mailto:fakrul@dhakacom.com)  
Company Name: Dhakacom Limited

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	4	5
2	Has been on time & swift	1	2	3	4	5
3	Has been efficient (work was accurate & error-free)	1	2	3	4	5
4	Has been learned & updated	1	2	3	4	5
5	Communication skills	1	2	3	4	5
6	Interpersonal skills (Rapport with clients)	1	2	3	4	5
7	Has been enterprising, influencing & convincing	1	2	3	4	5
8	Complaint handling & problem solving	1	2	3	4	5
9	Emotional intelligence	1	2	3	4	5
10	Has been sincere & reliable	1	2	3	4	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	4	5
12	A good listener, has been patient	1	2	3	4	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	4	5
14	Overall Rating	1	2	3	4	5
15	Future career anticipation (promising, will go a long way)	1	2	3	4	5

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: Mir Md. Mustaque (Raju) Designation: Technical Director,  
Contact no: 01678004702 Email: [raju@citechco.net](mailto:raju@citechco.net)  
Company Name: Grameen Cybernet Ltd

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	<b>4</b>	5
3	Has been efficient (work was accurate & error-free)	1	2	3	<b>4</b>	5
4	Has been learned & updated	1	2	3	4	<b>5</b>
5	Communication skills	1	2	3	<b>4</b>	5
6	Interpersonal skills (Rapport with clients)	1	2	3	<b>4</b>	5
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	<b>4</b>	5
9	Emotional intelligence	1	2	3	<b>4</b>	5
10	Has been sincere & reliable	1	2	3	4	<b>5</b>
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	<b>3</b>	4	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: Mr. Mahbub Mushtaque Mahmood (Joy) Designation: Asst. Manager, Sales & Marketing, Contact no: 01678004702

Email: [mmm@metro.net.bd](mailto:mmm@metro.net.bd)

Company Name: Metronet Bangladesh Ltd

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	<b>4</b>	5
3	Has been efficient (work was accurate & error-free)	1	2	3	4	<b>5</b>
4	Has been learned & updated	1	2	3	<b>4</b>	5
5	Communication skills	1	2	3	<b>4</b>	5
6	Interpersonal skills (Rapport with clients)	1	2	<b>3</b>	4	5
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	<b>4</b>	5
9	Emotional intelligence	1	2	3	4	<b>5</b>
10	Has been sincere & reliable	1	2	3	<b>4</b>	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: Sami-UI-Washek Designation: Regional Officer (govt. & operators relations), Contact no: 01610012007

Email: [sami.washek@waridtel.com.bd](mailto:sami.washek@waridtel.com.bd)

Company Name: Warid Telecom International LLC

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	4	<b>5</b>
2	Has been on time & swift	1	2	3	<b>4</b>	5
3	Has been efficient (work was accurate & error-free)	1	2	3	<b>4</b>	5
4	Has been learned & updated	1	2	3	<b>4</b>	5
5	Communication skills	1	2	<b>3</b>	4	5
6	Interpersonal skills (Rapport with clients)	1	2	3	4	<b>5</b>
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	<b>4</b>	5
9	Emotional intelligence	1	2	3	<b>4</b>	5
10	Has been sincere & reliable	1	2	3	4	<b>5</b>
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

Thank you so much for being a part of this online survey.

Have a nice day!

### Mango Teleservices Limited

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: Mr. Nuruzzaman Designation: Chief Financial Officer, Contact no: 01715225573,  
Email: zaman.nreach@gmail.com,  
Company Name: Nreach-Net (Pvt.) Ltd.

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	<b>4</b>	5
3	Has been efficient (work was accurate & error-free)	1	2	3	4	<b>5</b>
4	Has been learned & updated	1	2	3	<b>4</b>	5
5	Communication skills	1	2	3	<b>4</b>	5
6	Interpersonal skills (Rapport with clients)	1	2	3	4	<b>5</b>
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	<b>3</b>	4	5
9	Emotional intelligence	1	2	3	4	<b>5</b>
10	Has been sincere & reliable	1	2	3	<b>4</b>	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

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## Customer's Observation Survey

Questionnaire 1

<u>Interviewee Details</u>	(Optional)
Name: Mr. Ismat	Designation: Manager, Officer, Contact no: 01678002401,
Email: <a href="mailto:ismat@aitlbd.net">ismat@aitlbd.net</a>	
Company Name: Aftab IT Limited	

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	<b>4</b>	5
3	Has been efficient (work was accurate & error-free)	1	2	3	4	<b>5</b>
4	Has been learned & updated	1	2	3	<b>4</b>	5
5	Communication skills	1	2	3	4	<b>5</b>
6	Interpersonal skills (Rapport with clients)	1	2	<b>3</b>	4	5
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	<b>4</b>	5
9	Emotional intelligence	1	2	3	<b>4</b>	5
10	Has been sincere & reliable	1	2	3	4	<b>5</b>
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: Mr Joynul Abedin

Designation: System Incharge, Contact no: 01817040724,

Email: [abedin@sparkbd.net](mailto:abedin@sparkbd.net),

Company Name: Spark Systems Ltd.

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	4	5
2	Has been on time & swift	1	2	3	4	5
3	Has been efficient (work was accurate & error-free)	1	2	3	4	5
4	Has been learned & updated	1	2	3	4	5
5	Communication skills	1	2	3	4	5
6	Interpersonal skills (Rapport with clients)	1	2	3	4	5
7	Has been enterprising, influencing & convincing	1	2	3	4	5
8	Complaint handling & problem solving	1	2	3	4	5
9	Emotional intelligence	1	2	3	4	5
10	Has been sincere & reliable	1	2	3	4	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	4	5
12	A good listener, has been patient	1	2	3	4	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	4	5
14	Overall Rating	1	2	3	4	5
15	Future career anticipation (promising, will go a long way)	1	2	3	4	5

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

Name: Mr. Masuk-E-Kibria

Designation: Manager, Admin., Contact no: 01730060220, 01730060359 (Optional)

Email: [kibria@btsnet.net](mailto:kibria@btsnet.net)

Company Name: BTS Communications (BD) Ltd

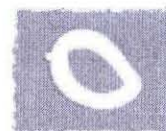
Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	4	<b>5</b>
3	Has been efficient (work was accurate & error-free)	1	2	3	<b>4</b>	5
4	Has been learned & updated	1	2	3	<b>4</b>	<b>5</b>
5	Communication skills	1	2	3	<b>4</b>	5
6	Interpersonal skills (Rapport with clients)	1	2	3	<b>4</b>	5
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	<b>4</b>	5
9	Emotional intelligence	1	2	3	4	<b>5</b>
10	Has been sincere & reliable	1	2	3	<b>4</b>	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	4	<b>5</b>

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Have a nice day!

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: Kazi Kafidul Islam      Designation: Tech Manager,  
Contact no: 01713363920,  
Email: [kafi@prisma.net.bd](mailto:kafi@prisma.net.bd),  
Company Name: Prisma Digital Network Ltd

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	4	5
2	Has been on time & swift	1	2	3	4	5
3	Has been efficient (work was accurate & error-free)	1	2	3	4	5
4	Has been learned & updated	1	2	3	4	5
5	Communication skills	1	2	3	4	5
6	Interpersonal skills (Rapport with clients)	1	2	3	4	5
7	Has been enterprising, influencing & convincing	1	2	3	4	5
8	Complaint handling & problem solving	1	2	3	4	5
9	Emotional intelligence	1	2	3	4	5
10	Has been sincere & reliable	1	2	3	4	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	4	5
12	A good listener, has been patient	1	2	3	4	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	4	5
14	Overall Rating	1	2	3	4	5
15	Future career anticipation (promising, will go a long way)	1	2	3	4	5

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

Name: Syed Abu Shahin Designation: Manager - Switch Planning Engineering,,  
Contact no: 01199800851,  
Email: [sashahin.engg@citycell.com](mailto:sashahin.engg@citycell.com),  
Company Name: Pacific Bangladesh Telecom Ltd

(Optional)

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	<b>4</b>	5
3	Has been efficient (work was accurate & error-free)	1	2	3	<b>4</b>	<b>5</b>
4	Has been learned & updated	1	2	3	<b>4</b>	5
5	Communication skills	1	2	<b>3</b>	4	5
6	Interpersonal skills (Rapport with clients)	1	2	3	<b>4</b>	5
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	<b>4</b>	5
9	Emotional intelligence	1	2	3	<b>4</b>	5
10	Has been sincere & reliable	1	2	<b>3</b>	4	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: Mr. Ameer Ali, Designation: Manager - Chief Coordinating Officer,,  
Contact no: 01720535758,,  
Email: [ameer76@gmail.com](mailto:ameer76@gmail.com),  
Company Name: Always On network Ltd

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	<b>4</b>	5
3	Has been efficient (work was accurate & error-free)	1	2	3	<b>4</b>	5
4	Has been learned & updated	1	2	3	<b>4</b>	5
5	Communication skills	1	2	3	4	<b>5</b>
6	Interpersonal skills (Rapport with clients)	1	2	3	4	<b>5</b>
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	4	<b>5</b>
9	Emotional intelligence	1	2	<b>3</b>	4	5
10	Has been sincere & reliable	1	2	3	4	<b>5</b>
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: Mr. Zillur Rahman,, Designation: -Head of admin  
Contact no: 01711437179  
Email: zillur@ranksitt.net,  
Company Name: Ranks ITT Ltd

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	<b>4</b>	5
3	Has been efficient (work was accurate & error-free)	1	2	3	4	<b>5</b>
4	Has been learned & updated	1	2	3	<b>4</b>	5
5	Communication skills	1	2	3	4	<b>5</b>
6	Interpersonal skills (Rapport with clients)	1	2	3	<b>4</b>	5
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	<b>4</b>	5
9	Emotional intelligence	1	2	3	<b>4</b>	5
10	Has been sincere & reliable	1	2	3	4	<b>5</b>
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	4	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

Name: \_\_\_\_\_ Designation: - \_\_\_\_\_  
Contact no: \_\_\_\_\_  
Email: \_\_\_\_\_  
Company Name: \_\_\_\_\_

(Optional)

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	4	<b>5</b>
3	Has been efficient (work was accurate & error-free)	1	2	3	<b>4</b>	5
4	Has been learned & updated	1	2	3	<b>4</b>	5
5	Communication skills	1	2	3	<b>4</b>	5
6	Interpersonal skills (Rapport with clients)	1	2	3	<b>4</b>	5
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	<b>4</b>	5
9	Emotional intelligence	1	2	3	<b>4</b>	5
10	Has been sincere & reliable	1	2	3	<b>4</b>	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	3	4	<b>5</b>
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

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## Customer's Observation Survey

Questionnaire 1

<u>Interviewee Details</u>		(Optional)
Name:	Designation: -	
Contact no:		
Email:		
Company Name:		

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	4	<b>5</b>
3	Has been efficient (work was accurate & error-free)	1	2	3	4	<b>5</b>
4	Has been learned & updated	1	2	3	4	5
5	Communication skills	1	2	3	4	5
6	Interpersonal skills (Rapport with clients)	1	2	3	4	5
7	Has been enterprising, influencing & convincing	1	2	3	4	5
8	Complaint handling & problem solving	1	2	3	4	5
9	Emotional intelligence	1	2	<b>3</b>	4	5
10	Has been sincere & reliable	1	2	3	4	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	4	5
12	A good listener, has been patient	1	2	3	4	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	4	5
14	Overall Rating	1	2	3	4	5
15	Future career anticipation (promising, will go a long way)	1	2	3	4	5

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: \_\_\_\_\_ Designation: - \_\_\_\_\_  
Contact no: \_\_\_\_\_  
Email: \_\_\_\_\_  
Company Name: \_\_\_\_\_

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	<b>4</b>	5
3	Has been efficient (work was accurate & error-free)	1	2	3	<b>4</b>	5
4	Has been learned & updated	1	2	3	<b>4</b>	5
5	Communication skills	1	2	3	4	<b>5</b>
6	Interpersonal skills (Rapport with clients)	1	2	3	<b>4</b>	5
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	<b>4</b>	5
9	Emotional intelligence	1	2	3	<b>4</b>	5
10	Has been sincere & reliable	1	2	3	<b>4</b>	5
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	5
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	4	<b>5</b>
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

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3	Has been efficient (work was accurate & error-free)	1	2	3	<b>4</b>	5
4	Has been learned & updated	1	2	3	<b>4</b>	5
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7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	<b>4</b>	5
9	Emotional intelligence	1	2	<b>3</b>	4	5
10	Has been sincere & reliable	1	2	3	4	<b>5</b>
11	Pleasant persona, has been confident & enthusiastic	1	2	3	4	<b>5</b>
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

Thank you so much for being a part of this online survey.  
Have a nice day!

### Mango Teleservices Limited

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## Customer's Observation Survey

Questionnaire 1

### Interviewee Details

(Optional)

Name: \_\_\_\_\_ Designation: - \_\_\_\_\_  
Contact no: \_\_\_\_\_  
Email: \_\_\_\_\_  
Company Name: \_\_\_\_\_

Please 'BOLD' the number that best describes the Account Manager's (Biz Dev Executive) performance.

Sl.	Category	Poor	Indifferent	Good	Very Good	Excellent
1	Has been responsive	1	2	3	<b>4</b>	5
2	Has been on time & swift	1	2	3	<b>4</b>	5
3	Has been efficient (work was accurate & error-free)	1	2	3	<b>4</b>	5
4	Has been learned & updated	1	2	3	<b>4</b>	<b>5</b>
5	Communication skills	1	2	3	<b>4</b>	5
6	Interpersonal skills (Rapport with clients)	1	2	3	<b>4</b>	5
7	Has been enterprising, influencing & convincing	1	2	3	<b>4</b>	5
8	Complaint handling & problem solving	1	2	3	<b>4</b>	5
9	Emotional intelligence	1	2	3	<b>4</b>	5
10	Has been sincere & reliable	1	2	3	<b>4</b>	<b>5</b>
11	Pleasant persona, has been confident & enthusiastic	1	2	3	<b>4</b>	<b>5</b>
12	A good listener, has been patient	1	2	3	<b>4</b>	5
13	Treatment provided (has been able to make feel specially treated with warmth)	1	2	3	<b>4</b>	5
14	Overall Rating	1	2	3	<b>4</b>	5
15	Future career anticipation (promising, will go a long way)	1	2	3	<b>4</b>	5

Thank you so much for being a part of this online survey.  
Have a nice day!

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## Questionnaire Data Record & Analysis 1

Score given by the Interviewee

Question- naire No.	Ques- tion 1	Ques- tion 2	Ques- tion 3	Ques- tion 4	Ques- tion 5	Ques- tion 6	Ques- tion 7	Ques- tion 8	Ques- tion 9	Ques- tion 10	Ques- tion 11	Ques- tion 12	Ques- tion 13	Ques- tion 14	Ques- tion 15
1	5	4	4	4	4	5	4	4	5	5	4	4	4	4	4
2	4	4	4	4	5	4	5	5	4	4	4	5	4	4	4
3	5	4	4	5	4	4	5	4	4	4	4	4	4	4	4
4	4	4	4	5	4	4	4	4	4	5	4	4	4	4	4
5	4	4	5	4	4	3	4	4	5	4	4	4	4	4	4
6	5	4	4	4	4	5	4	4	4	5	4	4	4	4	4
7	4	4	5	4	4	5	4	5	5	4	4	4	4	4	4
8	4	4	5	4	5	4	4	4	4	5	4	4	4	4	4
9	5	5	5	5	4	4	4	5	5	4	4	4	5	4	4
10	4	5	4	5	4	4	4	4	4	5	5	4	4	4	5
11	5	4	4	4	4	4	4	5	4	4	4	4	4	5	4
12	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4
13	4	4	4	4	5	5	4	5	4	5	5	5	4	4	4
14	4	4	5	4	5	4	4	4	4	5	4	4	4	4	4
15	4	5	4	4	5	4	4	4	4	4	4	5	5	4	4
16	4	5	5	4	5	4	4	4	5	4	4	4	4	4	4
17	4	5	4	4	5	4	4	4	4	4	4	4	5	4	4
18	5	5	4	4	4	4	5	4	5	4	4	4	5	4	4
19	4	5	5	4	4	4	4	4	4	4	4	5	4	4	4
20	4	4	4	5	4	5	4	4	4	4	5	4	4	5	4
21	5	4	5	4	4	5	5	4	4	4	5	5	5	4	4
22	4	4	4	5	4	4	4	5	5	5	5	4	4	4	4
23	4	5	4	4	5	4	5	4	4	4	4	4	5	5	5
24	5	4	4	5	4	5	5	4	4	5	4	5	4	5	4
25	4	4	4	4	5	5	4	4	4	4	4	4	5	4	4
26	4	4	4	5	4	5	4	4	5	4	4	4	4	4	4
27	4	4	5	5	4	5	4	4	5	4	4	4	4	4	5
28	5	4	5	4	4	4	5	4	4	4	4	4	4	4	4
29	4	5	4	5	4	4	4	4	4	5	5	4	4	4	4
30	4	4	4	5	4	4	4	4	4	5	5	4	4	4	4
Total	129	129	131	131	129	129	127	126	129	131	127	126	127	124	123
Avg	4.30	4.30	4.37	4.37	4.30	4.30	4.23	4.20	4.30	4.37	4.23	4.20	4.23	4.13	4.10
Final															
GrossTotal	63.9		Average		4.26										



## Questionnaire Data Record & Analysis 2

Score given by the Interviewee

	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
Q	1 Q	2 Q	3 Q	4 Q	5 Q	6 Q	7 Q	8 Q	9 Q	10 Q	11 Q	12 Q	13 Q	14 Q	15
1	59	55	53	52	51	52	52	51	51	510	52	59	51	56	5
3	510	57	54	58	56	53	57	55	54	513	513	515	52	521	5
6	515	58	59	513	57	518	59	57	56	520	515	517	53	527	5
9	516	59	510	514	513	521	511	59	58	521	519	518	54	511	
11	517	512	520	515	520	523	513	516	510	522	521	521	55	420	4
18	518	514	522	516	521	524	522	518	513	529	524	523	56	423	4
21	519	516	524	517	524	528	51	422	514	530	51	425	57	424	4
24	523	519	526	523	525	51	43	426	522	51	43	41	48	41	4
28	529	521	527	525	526	54	44	427	524	52	44	42	49	42	4
2	41	427	529	51	427	55	45	42	429	53	45	43	410	43	4
4	42	428	530	53	42	46	46	43	430	54	46	44	411	44	4
5	43	41	41	44	43	47	48	44	42	45	47	45	412	45	4
7	44	42	42	45	44	48	410	46	43	46	48	46	413	47	4
8	45	43	45	46	48	49	412	48	45	47	49	47	414	48	4
10	46	44	46	47	49	410	414	410	47	48	410	48	415	49	4
12	47	46	47	49	410	411	415	411	49	49	411	410	416	410	4
13	48	410	48	410	411	412	416	412	411	411	412	411	417	412	4
14	411	411	411	411	412	413	417	413	412	412	414	412	418	413	4
15	412	413	412	412	414	414	418	414	415	414	416	413	419	414	4
16	413	415	413	418	415	415	419	415	416	415	417	414	420	415	4
17	414	417	414	419	416	416	420	417	417	416	418	416	421	416	4
19	420	418	415	420	417	417	421	419	418	417	420	419	422	417	4
20	421	420	416	421	418	419	423	420	419	418	422	420	423	418	4
22	422	422	417	422	419	420	424	421	420	419	423	422	424	419	4
23	424	423	418	424	422	422	425	423	421	423	425	424	425	422	4
25	425	424	419	426	423	425	426	424	423	424	426	426	426	425	4
26	426	425	421	427	428	426	427	425	425	425	427	427	427	426	4
27	427	426	423	428	429	427	428	428	426	426	428	428	428	428	4
29	428	429	425	429	430	429	429	429	427	427	429	429	429	429	4
30	430	430	428	430	45	330	430	430	428	428	430	430	430	430	4



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## Mango customer provisioning steps at a glance

1. Get registered in Mango customer portal by filling up PIF
2. Get physically connected with any Mango POP
3. Order bandwidth service (submarine, VSAT or secured BW)
4. Get route through Mango using BGP peering
5. Order IP address blocks (if needed)
6. Further follow-up on provisioning by reporting task in Mango customer portal

To view the whole customer provisioning process diagrammatically, download this document:  
([http://mango.com.bd/downloads/Provisioning\\_process.pdf](http://mango.com.bd/downloads/Provisioning_process.pdf))

## Customer provisioning steps in details

Please visit Mango customer portal <http://www.mango.com.bd/crm/> for viewing detail provisioning process and Service Level commitments with prerequisites.

### 1. Registration in Mango customer portal

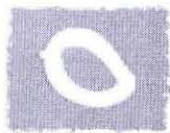
- ❖ Please visit our customer portal signup page <http://www.mango.com.bd/signup.php> & fill up the **Preliminary Information Form (PIF)** carefully because once you submit it for the first time, you cannot edit it online without Mango system's support. There is an option in the **PIF** for **USER NAME** and **PASSWORD**. Please set an **USER NAME** and **PASSWORD** of your own that you will be using afterwards to log into our site. After checking out the filled up **PIF** thoroughly, click on submit. You will receive a submission-confirmation email from us shortly.
- ❖ After the online submission of the **PIF**, get two copies of the form printed out and send them with authorized signature and company seal to our corporate office (82, Mohakhali C/A, 12th Floor, Dhaka-1212) in person, by post or by courier. A photocopy of your ISP License incorporating your authorized signature and company seal will also have to be integrated in the package. We will keep one printed copy of your **PIF** with your authorized signature and company seal and give you back another copy in recognition that we have received your **PIF** and License photocopy. On submission of **PIF** with required documentation, we will activate your Account immediately and you will be eligible to sign into our site using your provided **USER NAME** and **PASSWORD**.

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## 2. Getting Physical Connectivity

- ❖ You can get physically connected with us at this stage. To view the ISP fiber connectivity to Mango NOC, please follow this link <http://www.mango.com.bd/images/mangoConnectivity.jpg>

## 3. Ordering bandwidth services

- ❖ In order to avail the **Service Order Form (SOF)**, please sign in at our site using your **USER NAME** and **PASSWORD**. After submitting the **SOF** online, get two copies printed out and send them with your authorized signature and company seal to our corporate office (82, Mohakhali C/A, 12th Floor, Dhaka-1212) in person.
  - ❖ Please, take two copies print out of the **General Terms & Conditions** document from our site as well <http://www.mango.com.bd/terms-conditions.php> and send us the signed copy with the authorized signature and company seal to our corporate office along with the **SOF**.
  - ❖ A **Proof of Payment** (original one; no photocopy will be accepted) will also (have to) be integrated in the package and be dropped in our Accounts Department in person. E.G. Payment to us can be made via Accounts Payee Cheque, Demand Draft (DD) and Pay Order (PO) issued in favor of "Mango Teleservices Limited, Prime Bank Ltd.". However, you can directly deposit cash to our designated bank account (Mango Teleservices Limited, A/C No: 11031010009223, Prime Bank Ltd) as well.
  - ❖ Please send a copy of your **VAT Registration certificate** with your authorized signature and company seal as well along with all the above.
- As soon as your Proof of Payment reaches in our Accounts Department, we will arrange 24 hour Bandwidth Testing for you in the shortest possible time and you will be notified about that.

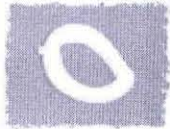
## 4. Getting route through Mango using BGP peering

- ❖ In order to conduct the Bandwidth Testing & commission services with us, you will have to provide us with your BGP Peering Information (AS Number and IP Address). To avail our **BGP Peering Form**, please Sign into our Customer Portal. After submitting the form online, get two copies printed out and send them with your authorized signature and company seal to our corporate office (82, Mohakhali C/A, 12th Floor, Dhaka- 1212) in person along with the **SOF, General Terms & Conditions Document, Proof of Payment, and VAT Registration certificate**.

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## 5. Ordering IP address blocks

- ❖ To avail **IP address blocks** from us, please sign into our Customer Portal and fill up the **IP Request Form**. After submitting the form online, get two copies printed out and send them with your authorized signature and company seal to our corporate office (82, Mohakhali C/A, 12th Floor, Dhaka- 1212) in person along with the **SOF, General Terms & Conditions Document, Proof of Payment, and VAT Registration certificate**.
  - **Note:** We are following the BTTB pricing guideline to charge our customers for additional IP addresses. We only provide 2 IP addresses to each customer free for BGP peering (/30 ranges). For first 4 (four) IP Tk. **3,200/year**, for additional each IP Tk. **200/year** & for one full block of Class C IP addresses (/24) Tk. **40,000/year** is charged respectively.

Within 12 hours of receiving the **SOF, General Terms & Conditions Document, BGP Peering Form, IP Request Form** (if applicable), **Proof of Payment, and VAT Registration certificate**, we can go for Service Provisioning at our end. The moment we commence your Bandwidth Testing, the Service Provisioning is being done. Usually you will have the privilege to experience the Bandwidth Testing free of cost with us for only 24 hours. If this 24 hour testing period gets over successfully and no trouble from any end is encountered, your billing cycle will be started from then (ofcourse not without your consent) and you will be having service from us commercially.

## 6. Following up accounts status by reporting task

You can follow up any issue regarding the provisioning process and others in future by creating trouble ticket or task by logging into Mango customer portal. The purpose of "**Report Task**" is to notify your issue to Mango and "**View Task**" is to view update on your reported task.

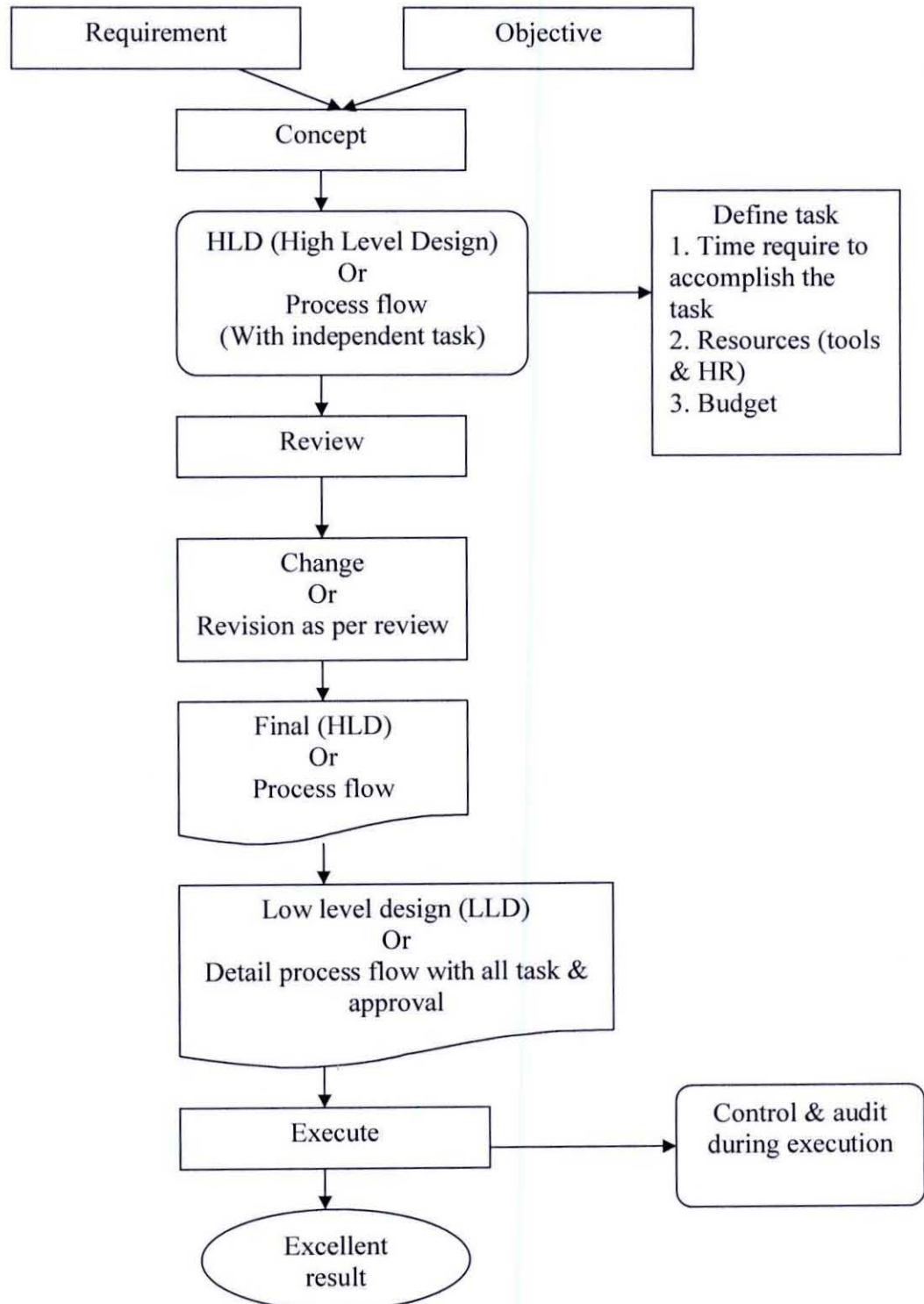
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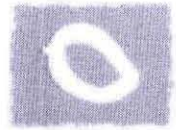
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### Mango Process Flow for any work





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**'Bringing best quality affordable internet to the masses of Bangladesh'**

On the happy occasion of WTISD'09, country's only private sector International Internet Gateway service provider, committed to take Bangladesh to new heights, Mango Teleservices Limited, conveys its heartiest regards to all its stakeholders & well wishers

**Mango Teleservices Limited**

[www.mango.com.bd](http://www.mango.com.bd)

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Phone: +880 37 71800500-01

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E-mail: [contact@mango.com.bd](mailto:contact@mango.com.bd)

**Mango IIG Service Specialty**

- # Best Quality Equipment & Connectivity partners
- # Provides the best service like one expects in a developed country
- # Truly online customer provisioning & upgrade
- # Committed SLA with Tariff rebate for service failure, committed MTTA & MTTR
- # Online CRM & trouble ticket system
- # 24/7 Support Service
- # 100% service uptime since operation
- # Full collaboration with customers through the total service life cycle